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**ALUMNI LEADERSHIP
AND UNIVERSITY
EXCELLENCE
IN AFRICA**

The Case of Lagos
Business School

Henry O. Onukwuba



Palgrave Studies in African Leadership

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Henry O. Onukwuba

Alumni Leadership and University Excellence in Africa

The Case of Lagos Business School

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macmillan

Henry O. Onukwuba
Lagos Business School
Pan-Atlantic University
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Palgrave Studies in African Leadership

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*To all Presidents
of the Lagos Business School Alumni Association,
past and present*

FOREWORD

Alumni Leadership and University Excellence in Africa: The Case of Lagos Business School is a book that I strongly recommend to all who wish to attain an in-depth practical understanding of how to start, structure and govern alumni associations of all kinds. Henry Onukwuba deserves to be congratulated for the first-class job he has done in writing this book.

The book is a very rich learning resource for alumni officers, based on both a good knowledge of international and African best practices and the rich personal experience of the author, who was for seven years the alumni director of the Lagos Business School, and was therefore personally immersed in the story he is now telling us.

As he himself says, this is not an official document of the Lagos Business School or Pan-Atlantic University, and in fact, I myself, who was previously the dean of the School and am now vice chancellor of the University, do not agree with all the points Mr Onukwuba makes in this book. Nevertheless, this is only to be expected, as it is practically impossible for two human beings to agree in all respects in their understanding of a complex social reality.

Still, I think that the idea of using the experience of the Lagos Business School Alumni Association as a case study to learn from and as a focal point to organise the rich information Mr Onukwuba wants to convey proves very useful and gives the book a highly practical character. The Lagos Business School has always given great importance to its relationship with its alumni, and this makes its experience especially relevant for anybody with an interest in alumni associations.

A trait of the book that I find very appealing is the large space provided to documenting the very rich experiences of some key actors in the history of the Lagos Business School Alumni Association. That will certainly be useful for anybody seeking practical answers to real problems. I found it especially interesting to note how the contributions of these actors complement each other. Thus, to give only one example, while Mr Gabriel Diejomaoh stresses the social aspects of relating to alumni, Ms Bunmi Afolabi lays special emphasis instead on the importance of technology in managing the affairs of a contemporary alumni association. Bringing together all the complementary contributions of the different people Henry Onukwuba interviews for this book will give the reader a richly textured picture of the issues at stake.

I wholeheartedly recommend this book to professionals in this field and all those who are contemplating entering it.

Pan-Atlantic University
Lekki, Lagos, Nigeria

Juan Manuel Elegido

PREFACE

The first part to the Kenyan Universities Act describes a “university” as “any institution or centre of learning by whatever name called, or however designated, having as one of its objects the provision of post-secondary education which intends to offer or is in fact offering courses of instruction leading to the grant of certificates, diplomas and degrees.”¹ In Nigeria, the Act establishing the University of Nigeria, Nsukka, lists the principal officers of the university as the chancellor, pro-chancellor and council; vice chancellor and senate, the faculties, schools and so on, and also “all graduates and undergraduates; and all other persons who are members of the University in accordance with provision made by statute in that behalf.”²

Therefore, the alumni who are graduates of the School are part and parcel of the university system. For a holistic understanding of the effectiveness of the leadership of universities and its impact on academic excellence, the part played by the alumni and its leadership needs to be investigated. But despite the upsurge in the alumni support for higher education in institutions, the research on alumni relations has mainly focused on either the individual or the institutional characteristics which determine one’s willingness to donate funds as an alumnus (Bruggink and Siddiqui 1995; Weerts and Ronca 2007; Taylor and Martin 1995; Clotfelter 2003; Gaier 2005; McDearmon and Shirley 2009).

The part that effective alumni leadership plays in galvanising this individual alumni involvement is the main focus of this book. Robert Davies states categorically that “every great school has one thing in common: a great alumni association.”³ At the heart of the role of the alumni relations unit in a university is that of engaging the alumni (Kowalik 2011; Pastorella

2003). This can be done through various means and by various activities. But effective leadership of the alumni body is central to the success of these engagements.

We begin with perspectives on leadership by some top Nigerian leaders. We then look at the alumni leadership models globally and in some African institutions, before discussing the Lagos Business School (LBS) model.

We use LBS as a case study. LBS is the business school of the Pan-Atlantic University, Lagos, Nigeria. The School has, since its establishment in 1991, maintained a healthy link with its alumni. In 2015, it became the first business school in West Africa to receive a double accreditation by the Association to Advance Collegiate Schools of Business (AACSB) and the Association of MBA (AMBA). Leaders of the university and the alumni association interviewed in this book attribute a major part of this success to the strong support from the alumni.

I must, however, say that presented in this book are my personal articulations of the LBS alumni story, rather than an official account of the School's experience. The responsibility for any error or any misrepresentation of actual facts therefore is solely mine.

Lekki, Lagos, Nigeria

Henry O. Onukwuba

NOTES

1. Universities (Establishment of Universities) (Standardization, Accreditation and Supervision) Rules, 1989 [L.N. 56/1989, L.N. 160/2002.] Part I—Preliminary; http://kenyalaw.org/kl/fileadmin/pdfdownloads/Acts/UniversitiesAct_Cap210B.pdf. Accessed January 15, 2018.
2. University of Nigeria Act, LawsNigeria.com, Independent Clearing House for Nigeria's Justice Sector; <http://www.lawnigeria.com/LawsoftheFederation/UNIVERSITY-OF-NIGERIA-ACT.html>. Accessed January 15, 2018.
3. Robert O. Davies, President, Eastern Oregon University; Foreword to Feudo, John A. (ed.), *Alumni Relations a Newcomer's Guide to Success*, 2nd edition, CASE Washington DC, 2010, p. xi.

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I am very grateful to all the contributors to the book—all those whose thoughts have served to enrich this book. They are the vice chancellor of Pan-Atlantic University, Prof Juan Elegido; the dean of Lagos Business School, Dr Enase Okonedo; and a member of the University Governing Council, Professor Fabian Ajogwu, SAN. Others are the 12th president of the Lagos Business School Alumni Association (LBSAA), Mrs Bola Adesola; past presidents Tunde Dabiri, Udeme Ufot and Wole Oshin; and former alumni directors Prof Pat Utomi, Mr Gabriel Diejomaoh and Mrs Bunmi Afolabi.

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CHAPTER 1

Leadership

Abstract Onukwuba defines leadership as the ability to influence others to follow a particular course of action. The more that part of action is outside what the follower would have normally taken, the more the impact of leadership. The chapter draws from the author’s personal experiences and perspectives of seven top Nigerian leaders to list some of the characteristics of a good leader. A leader must SPARKLE—must be sincere, principled, accomplished, reasonably guided, knowledgeable and exemplary, and must exhibit the principle of “leadership” in his role as a leader. The leader must be other-centred, rather than self-centred. Onukwuba concludes by listing seven core characteristics of “Honourable Leadership,” and the essence of attaining level 5 leadership.

Keywords Leadership • SPARKLE • Leadership perspectives • Honourable leadership • Level 5 leadership

1.1 INTRODUCTION: WHAT IS LEADERSHIP?

Leadership is basically the ability to influence others to do what you wish them to do. Chester Bernard defines leadership as “the ability of a superior to influence the behavior of a subordinate or group and persuade them to

follow a particular course of action.” Harry Truman, 33rd president of the United States, once defined a leader as “the man who has the ability to get others to do what they don’t want to do, and like it.” The more what you wish people to do is far from what they ordinarily would have wished to do, the greater the task of leadership.

“Leadership involves a type of responsibility aimed at achieving particular ends by applying the available resources (human and material) and ensuring a cohesive and coherent organisation in the process” (Ololube 2013). Many people believe leaders are not born but made (Amanchukwu et al. 2015). However, good leadership requires the skill to negotiate and work with others to achieve goals. Good leadership is developed through a never-ending process of self-study, education, training and the accumulation of relevant experience (Bass and Bass 2008). The task of leadership throughout the ages has been that of enablers of development or progress in society, communities and organisations. Therefore, the ultimate task of leadership in any given society is that of transformation. Effective leadership should not only transform societies and institutions, but must also have the capacity to transform individuals by providing role models for these individuals (Mbigi and Maree 1995).

In an alumni session given at Lagos Business School (LBS) in 2013, Rtd Gen Martin Luther Agwai, formerly Nigeria’s Chief of Defence Staff, and who, as commander of the combined United Nations–African Union peacekeeping force in Darfur, once led one of the biggest peacekeeping operations in the world with approximately 20,000 troops and 6000 police under his command, listed the prerequisites for a good leader as “courage, knowledge, good planning skills, patience, ability to communicate effectively, a sense of service and credibility.” He picks credibility as the most important of the virtues. Credibility, he says, engenders the followers’ confidence in the leader, enabling the leader to win the hearts and minds of the people he is working with. He also picks out courage as one of the defining characteristics of a good leader, perhaps speaking from his military background. For him, for a leader to be credible, he must not show fear or despondence in times of challenges or danger. A leader, he also says, must be able to cultivate friendship and build relationships with his people; he must give his people the space to develop and expand their thoughts, if not, they will be like, as he put it, “a six-inch mature shark that has grown up in a one-foot aquarium.”

1.2 PERSONAL EXPERIENCE

Leadership to me is about service and self-giving. I have had my own little experience with leadership, and I currently teach leadership to participants at the Owner Manager Programme (OMP) and Senior Management Programme (SMP) at LBS. I grew up knowing that leadership does not necessarily reside with the person with the formal authority. Leadership is not about titles, although titles sometimes confer the access to leadership. Leadership is not synonymous with headship, be it a household, community, corporate entity or public establishment. When a leadership gap exists and the titleholder is not filling this gap, the natural leader emerges, title or no title. My mother was easily the leader of our household and my father confessed he was happier as a supporter. All pretences to leadership which my father may have held ceased with the outbreak of the Nigerian civil war. My mother simply took control of the situation and led the family out of danger and possible death on multiple occasions.

By May 1966, there was a lot of political tension in the country; there were rumours of war, and tension could be felt in the air. There were reported killings of Igbos residing in Northern Nigeria and retaliatory killings of the Hausas and Fulanis in the Eastern Region of Nigeria. Igbos were no longer safe, not even in Lagos, the nation's capital, and were leaving the city in droves. So, the next day after my parents had brought me to church as a newborn for thanksgiving, my family undertook the flight to safety from Lagos to Enugu, the then capital city of East Central State of Nigeria. The journey to Enugu by road was long and tortuous, and we had to travel light, as there was little space for luggage and household property. Essentially, we had to leave our possessions behind as we escaped to Enugu. At least we were safe in Enugu, we thought. We settled in New Haven, Enugu, and started rebuilding our family life from where we left it in Lagos. It meant new household items, new schools, new clothes ... and a new life. We were a family of eight—my parents, my five siblings (aged between 10 years and two years) and me (less than a month old!). The following year, the civil war was declared. The Biafran Army fought bravely, but was soon losing ground to the Nigerian troops. There were rumours that the Nigerian Army had entered Enugu. My mother sensed danger and pleaded with my father that we should run. Despite her trying hard, my dad was obdurate: “Enugu cannot fall, it is the stronghold of (Odumegwu) Ojukwu¹; the Biafrans will crush the Nigerians,” he argued. It was a big argument, but

my father stood his ground. In the end, my mother took an unprecedented decision: At the risk of a split in her marriage, she huddled all of us in a chartered taxi out of Enugu and down to Umuna Okigwe in Imo State, her brother's abode, leaving my dad behind. He did not permit her to take any luggage with her, so she grabbed the one item she could lay claim to—her sowing machine—and a few of our clothes tied together in a wrapper. We made a stopover in Onitsha, our paternal hometown, to let them know where we were headed. Umuna Okigwe was relatively peaceful and safe at the time. A few days after we left, the Nigerian Army invaded our Enugu home. My father was tying a wrapper under a white singlet and sipping his favourite morning tea when the soldiers invaded our house. Luckily for him, he escaped through the back door, leaving all our property behind. He had no money on him, but he somehow found his way to Onitsha and eventually reunited with Mum and the rest of us one month later. After that incident and the reunification, my dad left most of the important wartime decisions to Mum, like when and where to relocate as the Nigerian Army kept advancing into the Biafran territory, and the operation of a food canteen in the Biafran Army Mess, which turned out to be a life-saving venture.

My leadership journey started in my secondary school days, when, as the youngest and the smallest member of my class, I had the mantle of leadership of the class, as the class prefect, thrust upon me. My major duties were ensuring that the teachers kept to their respective teaching appointments and ensuring that my much bigger classmates were present and well behaved during classes. Therefore, I was the noisemakers' list taker. It was a "thankless" job, with no visible benefits whatsoever, unlike the school prefectship, which attracted double food rations at the canteen. Nevertheless, it was an interesting leadership tutorial for me, one that endeared me to the school principal, my teachers and my classmates. That was the launch—and the confidence booster—for me into the sphere of leadership, both in and out of the office—mostly out.

One of my most impactful leadership roles—impactful both to me and to the people I led—was when I became the president of the Catholic students during my university years at the University of Jos. We had assembled for the usual Sunday Mass. At the end, the incumbent president announced that, due to the demands of his medical studies, he would be relinquishing his position as the leader of the Catholics in the "Village" hostel of the University. I tried to argue that that was not a good enough reason to relinquish such an important responsibility since serving God

would even help him in his studies. Despite my seemingly fine arguments, the guy held his ground. The congregation eventually decided to elect a new leader at that moment. There were calls for nominations, and the outgoing president, perhaps to spite me for stubbornly opposing his intention to quit, decided to nominate me for the position. I resisted, since I was not prepared for the task, but the congregation refused my pleas. An election was called, by a show of hands, and I was overwhelmingly elected the new president. It took me a while to realise that my status in the hostel had changed from this election; I now had to be careful about the kind of students' parties I attended and how I behaved at those parties and about the kind of friends I kept and how I related with them. I was just about to start the third year of my political science studies. I, however, took up the challenge, and together with a very dedicated team, we went to work. We strengthened the various worshipping communities—sub-hostels—and introduced a kind of “pastoral” council made up of leaders of these communities. We held regular meetings and, for the first time, organised a fundraising ceremony from which we raised funds to buy necessary items for our Saturday and Sunday Masses—things like Mass servers' habits, altar clothes, a lectern and so on. I recall that, at the launching, to the surprise and amusement of our guests and the students, we presented a funny drama in which I played the part of a mother of two recalcitrant children. By the time the school year ended, the population of our worshippers and the attendance at other community-level activities had more than doubled.

The following year, being my final year, I had left the Village hostel to the more prestigious “Naraguta” hostel—the “big boys” hostel. There, the Catholic community was made up of students from three big hostels: the Naraguta for males, the “Babylon” hostel for females and the “Abuja” hostel, a lower-priced hostel, for both males and females. I had thought I would just “hide” in that big crowd and face my final-year studies, but I was fished out and made the president of that big Catholic community—mostly on account of what we were able to achieve at the Village hostel. One of our greatest achievements in the new community was planning the very first Harvest and Thanksgiving Sunday. It was an elaborate ceremony, preceded by weeks of planning. The various worshipping units tried to outdo one another on the harvest gifts they would bring to the altar. Students wore their national costumes and Sunday best. In the end, we had munificently gifted items and money to support the worshipping community and buy some musical equipment for our choir. Again, the

result was a big leap in the number of our worshippers. We even had the privilege of celebrating daily Masses (I think, four times a week), courtesy of our then Chaplain, Rev Fr. Cletus Gotan. These experiences, plus others such as being elected a Member of Parliament of the students union in my very first year, and being de facto Sports Director of the school's students union (the election was inconclusive and subsequently cancelled) and captain of my faculty football team, gave me useful practical tutorials on leadership. In all of this, I think what worked for me was first having a vision, then my courage and a can-do spirit. The events we had in the church, such as the launching—first time by a Catholic students' body—and the maiden Harvest and Thanksgiving Day (which was to become an annual event), required a lot of courage and self-belief. Many of the students were not sure we could pull these through, but they joined in when the coast became clearer, and they enjoyed the trip.

A leader must first convince oneself before trying to convince others. It is the level of the leader's self-belief or self-conviction that will determine the motivational level of the followers. Leadership is also about teamwork and interpersonal relationship. A leader is the first among equals—he provides direction but must be ready to listen to his people and relate with them as friends. Many of my fellow students that worked with me in these two worshipping sub-chaplaincies at school were very dedicated to our course. Together, we achieved the transformation of these communities, and as we did that, many of the Catholic students that had joined other faiths in the campus began to return to the fold. Another thing that helped me was my courage to stand for what I believed in—not right all the time, but at least you know where I stand—and being principled, even to a fault. I remember one Sunday that the priest did not show up for Mass (it was a rare occasion) and we decided to have “service without the priest,” which is allowed in the Catholic Church under such special circumstances. During the service, we decided to do an offertory and use the money to provide some more benches for our worshippers as the population had grown. The students were told what the money was to be used for, so they were a bit more generous. Later, we had our church committee meeting with the university chaplain presiding. He was not pleased with what we did with the offertory money, and he latched on that to educate us on how not to take any decision about church matters—no matter how trivial—without his approval. Everybody seemed to have acquiesced, but I could not, so I openly spoke out, in spite of my much older lecturers trying to hush me. I challenged the chaplain's wisdom in thinking that the students were not

intelligent enough to use their initiatives and do things in different but better ways for the chaplaincy. The chaplain must have been shocked by my outburst, but he kept his cool; he stood up and made a statement I will never forget. He said, “the Catholic Church is not democratic and will never be,” and took his leave. That brought the meeting to an abrupt end. I was, however, not apologetic at the time about what I said—though perhaps I was on how and where I said it. Nevertheless, that incident brought us (the chaplain and me) closer together, and we sort of began to mutually respect each other. I recall that after I had left the school, I wrote him a long letter from my National Youth Service camp in Abia State, first, to formally apologise for that incident and the disrespect to his office, but to also reiterate—from my experience as president in both sub-chaplaincies—how much the students could offer if given the right space to operate. He was very grateful for that letter and actually began to be less controlling of the students’ handling of affairs in the chaplaincy from then on. The day I returned to the school for my graduation ceremony, the Catholic community treated me like a hero. I was given a special slot by the Chaplain to address the students during Mass and share my experiences at, and benefits from, serving the Lord, benefits which included my claiming the coveted Best Graduating Student in Political Science prize despite my seemingly very busy church schedule.

Leadership is also about empowerment. A leader must allow his people to exhale. The typical profile of the Owner Manager Programme participant at LBS is owner of a business with about 30 or fewer employees, with an annual turnover of less than 100 million naira (USD 327,000). One common thread among owner managers is their unwillingness to let go of their firms and their sometimes suffocating grip on the way things are run in their organisations. Having toiled to set up their businesses, most times under challenging circumstances, they find it difficult to transition from managing to leading. They tend to delegate but without authority and to micromanage. Many of them believe that if they let go, their companies would not survive, or would be less effective. However, that is wrong—unless they are saying that they have incapable people—in which case the fault is the owners’—either the recruitment was faulty or the employee was not developed appropriately for such roles. The good thing, though, is that many leave the class with a different mindset, and begin, even if cautiously, to allow their people the freedom to think and to act. At graduation ceremonies or during alumni functions, you would see many come to you with good tales of how they

never realised the capabilities of their associates until they gave them the opportunity to take charge of things.

1.3 PERSPECTIVES FROM TOP NIGERIAN LEADERS

This book is about alumni leadership and university excellence. In the course of our interviews with some current members of the university leadership and past presidents of the LBS Alumni Association—accomplished leaders in their own rights—we decided to ask them to share their thoughts on leadership and what has helped them specifically on their respective leadership journeys. Some of these thoughts are replicated here:

Prof Fabian Ajogwu is a Senior Advocate of Nigeria and Professor of Corporate Governance at LBS; he is an ex-secretary of the LBS Alumni Association, and a long-standing member of the Pan-Atlantic University Governing Council:

On leadership, I try to ascribe to the acronym SPARKLE²; I can't remember the origin now. It says that the leader must SPARKLE—must be **sincere**, must have **principles**, be **accomplished**, be **reasonably** guided, must be **knowledgeable**, should apply the principle of “**laddership**” and must be **exemplary**. A leader must be sincere; he needs to say things as he sees it. He must try to deal with issues and people while maintaining his principles. He doesn't take decision A because he is James, and decision B because she is Mary. His decision must be the same—principled. He must also be accomplished relative to the people he seeks to lead, because he must attract respect, and be able to project himself. So he must be accomplished and stand tall. If he is leading the Pharmaceutical Society of Nigeria, for instance, he has to be an accomplished pharmacist. If he is leading lawyers, he has to be an accomplished lawyer, because he is projecting himself as “*primus inter pares*”—first among equals. The leader should be knowledgeable; he must understand the association he is leading and its terrain. So, I think that when you apply this to the alumni leadership, this person must understand, first of all, the school, the unique nature of the school, the role of the alumni association generally and the unique nature of LBS alumni. He must understand the market place in Nigeria to know the things he should project and where the school needs help and sustenance. Then, there is the principle of “*laddership*,” and it is tied to being accomplished and leading by example. You know what happens to a person doing the pole vault when he scales the target—he comes crashing down immediately; as soon as he lets go of the pole, he crashes down. So too, I think, in *laddership*, the leader needs to continuously know that life is a ladder. When he attains a height through climbing

a ladder, he doesn't fall off because he is going step by step. But when he attains a sudden catapult upward, gravity corrects the situation and brings him back to where he belongs. He must also be able to lead by example; his life should be consistent with the things he professes. Once there is a disconnect, you have a broken leadership. Some say the R is for "reasonable guide," but by the time you have all of these, you are already reasonable. I think that if a leader were to embody these things, the most important being the first and the last qualities—he must be sincere and must lead by example—people will forgive him for any other flaws ... What has worked for me is Sincerity and Simplicity. I wouldn't claim that I live by example, that's a self-assessment. What I have tried to do is be simple, taking things one day at a time. I have tried in all ways to progress by "laddership." I have never won a lottery in any way; even the church lottery I don't win; I don't know why, not even the bazaar consolation prizes (laughs). So I never believed in attaining any heights through sudden means. So, one should try and be sincere, and that involves respect for the people one works with, knowing that they are all part of a team. Personally, I sometimes do lose my cool; I get very upset when things don't work out. But I always have time to cool off, call the person and apologise. I prefer a person who will let me know when he is upset to a person who would bottle it up and keep it in. I like feelings to come out, and we confront them and move on.

Pat Utomi is a Professor of Political Economy at the Pan-Atlantic University and one of the early directors of LBS. He is the Founder of the Centre for Values and Leadership (CVL), and a two-time presidential candidate in the Nigerian general election. He hosts a quarterly Colloquium in Lagos, Nigeria, that he calls "Leader Without Title":

Essentially, for me, one of the things that we need to emphasise the most about leadership is that leadership is other-centred behaviour rather than self-centred. There is a sense in which people equate power with leadership, power which is the ability of A to make B do what B ordinarily would not otherwise do—the Robert Dahl definition of power. Well, that is formalised authority. But great leaders don't need a title; they don't need authority to influence things towards a desired direction. So, essentially, leadership boils down to the sacrificial giving of oneself to the advancement of the common good. Critical to that process is that people who offer leadership must have knowledge, because people don't follow you if they fear you don't know where you are going. The second part is that leaders must have a sense of service, and that is sacrificial leadership. So, true leadership is the ability to work with others, with a vision through knowledge and with a sense of service towards others. Many times, leadership in our environment tends to be

transactional—I am a leader, you do this for me, I do this for you. But the leadership that makes a lasting difference, and deploys influence to change for good people’s prospects, is often transforming in nature. So, **transformational leadership** is at the core of the kind of leadership that can change people to change the world in one particular direction.

Bola Adesola is the Managing Director of Standard Chartered Bank Nigeria and current president of the LBS Alumni Association—the first woman to hold that position.³ She was also appointed to the Transition Committee of President Mohammadu Buhari of Nigeria after his election into office in 2015:

Many things have helped me (on my leadership journey). I think one is **purposefulness**. For me it is about knowing where you are going. It is only those who know where they are going that ever get there. So I think purposefulness in life... Some of it is my background; I learnt a lot from my parents, the **humility** of my mother and her enterprise. She was a serial entrepreneur; she would start businesses and run them down, but was always coming up with ideas. She was driven by relationships. My father was a very distinguished lawyer, but one who was also very combative. He was one of the finest advocates of his time. His approach was that every time he appeared in the court, his job was to educate the judge. He was well known for first making the case for the other side, and then making his own case and silencing everybody. So that sort of **dialectical engagement and inquiry**, I think, helped me, as did the fact that I virtually grew up in a court—we used to go to court, my sister and I, from the school, sit at the back of the Supreme Court, do our homework in its library, surrounded by law books. So I think from that early age, we saw how **personal effectiveness** was important, but **being relational** was also key. I think what has helped me too is the fact that all along in my career, I had both known and unknown **mentors** and sponsors. I remember in 2015, when I had just got home on a Friday, and I found a letter saying that I should be part of Buhari’s Transition Government—I don’t know them, I am not in their party, I am not a politician, but I was invited. Believe it or not, at least five people claimed credit for it... So whether true or not, they were sort of the unknown. And throughout my career, it has been the same... So I have had mentors whom I have approached from time to time: male, female, different professions, young, old; and I have also had people who had an interest in me. I think it helped—it has propelled me. For me, I think what is also important in my career up to even now is **preparation and planning**, and that’s part of the purposefulness. It is “I know where I am going and what

to do, and I prepare, I plan and use the resources around me ...” In any field that I want to embark upon, purposefulness, I think, has helped me. I would also say **excellent followership**. I think that is important, because we cannot talk about leadership without followership. I believe, for the people I have worked with, that I have tried to be as committed to ensuring their success as was possible: lifting up the hands of my boss or my leader, contributing and so on. I think also, because I have got **the right exposure**, I have also benefitted by having great people work with me, excellent people work with me. And that helped because I think it is not about leadership from the front or back or whatever. I think it is about having a great **circle of influence**, whether they are people below or above you. Also, what helped me in my career is the fact that I **try and make an impact**. I always say that you can’t keep a lid on me wherever I am, and that’s why I think that it has happened that in places where I have worked, I just got a phone call saying: “Are you interested in this?” Because, I would have made an impact on the circle of influence, not just within the organisation, but externally... I think part of it is wherever you are, you have got to make an impact. I say to some of the young ones today, even when you attend a conference, ask a question, even in a conference hall or whatever, ask a question! Begin to create your own exposure such that it will make it easier for people to help you, and I think that has helped me and I think surrounding all these, in the backdrop of all these, I think it is **principles and values** from my background and from my parents. It is not about everything being black and white. There are grey areas, you know where and when there is a grey area, and I think that has helped me tremendously, everywhere.

Babatunde Dabiri was Managing Director of Sterling Bank of Nigeria Plc and an ex-president of the LBS Alumni Association. He has been involved in setting up and providing pioneer leadership in three financial institutions in Nigeria and has also served in leadership positions in the public sector:

One (leadership quality) is, I would say, **self-belief**—what the Americans call “self-starting.” You must be someone who believes you can do something, and not just wait to be told to do it; but would want to do it, to create something. It is also very useful to have a **vision**; you want to have an impact in whatever you do. So, if you have a vision of what you think you should be, and you are able to get up and say, I am going to do this, then it is very useful. If you don’t have that self-belief and you don’t have a vision of what you should be, you may not be a good leader. For me, personally, I helped set up three banks from scratch: Prime Merchant, Fountain Trust and, ultimately, Sterling Bank. We started from scratch, in a sense, from a piece of

paper. So, if we did not have confidence that we could create something, we wouldn't have been able to do it. And then, you must be able to **motivate** and **carry people along**. For me, there is a difference between a manager and a leader. As a leader, you motivate, you get the best out of people; you look at them and put them where they seem to have the best skills. One of my main successes in that area concerned a lady who was my Internal Auditor in Magnum Trust Bank. I called her one day and said to her, "I want you to do HR" (human resource function), and she said, "Me, HR management? What's my business?" I said, "Look, I see your skills"—one of the things she did was playwriting and production. I said to her, "I see your skills with people, you know how to move people, motivate them, and you are always writing this or that." So I told her, "you are going to try this out. By the time you get to a certain level as a manager, you can do anything. You must be able to just go and head something and do it properly." In the end, she did it for us at Magnum Trust; she was also our first Head of HR in Sterling Bank, and then she left after a couple of years, and one day she was in charge of ten thousand people at First Bank. And she sent me a text which I can never delete, saying, "I don't know what you saw in me that you thought I could do this, and now I am the head of HR of the biggest bank in Nigeria, setting up the academy, doing this or that." A leader must be able to "smell" people; see their best attributes, and be able to motivate them to realise their potential. That's just one example. In all modesty, I can count how many MDs of banks have passed through me, and to this day, if I make a call they react (positively), because I let them reach their full potential. So three things I would say: one is **self-belief**; two is you must have **drive**, you must want to do something; three, you must **motivate** people, motivate them to get the best out of them, and for them to realise their full potentials.

Wole Oshin is the Founder and Group Managing Director of Custodian and Allied Group. Custodian Group is the second biggest financial services group in Nigeria by size, and includes general insurance, pension fund administration, trusteeship and life insurance subsidiaries. Wole was president of the LBS Alumni Association from 2014 to 2016:

A leader should be confident and sufficiently knowledgeable about the workings of his business. He should be a visionary with a strategic outlook. A leader should spend time in scenario analysis—the "What if" situations. A leader needs energy and must sometimes get his hands dirty while leading by example. A leader should be confident enough to delegate and empower. He must be able to spot talent and get things done through them without

abdicated his responsibility. I have been fortunate to work with empowered great minds in the last twenty years. Empowerment for me is not abdication; it is a partnership. Leadership is therefore a partnership with the empowered.

Udeme Ufot is the Group Managing Director of SO&U, a leading marketing communication company in Nigeria. He was also president of the LBS Alumni Association, from 2010 to 2012.

A leader is a good listener and communicator. The patience to listen and understand before engaging helps the leader to get the facts, understand the issues, and probe for more information, before proffering solutions. I believe I am a good listener and communicator. I think I have also been blessed with the ability to win and sustain mutually beneficial relationships while retaining the trust and confidence of people I interact with. I have been fortunate to maintain a track record of performance in every responsibility I have been given while maintaining a strong reputation for integrity, loyalty and humility.

1.4 CONCLUSION

Lee Ellis (2012) lists seven core behaviours for what he calls “Honourable Leadership.” They are:

1. Tell the truth, even when it is difficult—avoid duplicity and deceitful behaviour.
2. Treat others with dignity and respect—take the lead and show value to others.
3. Keep your word and your commitments—ask for relief sooner than later if necessary.
4. Be ethical—operate within the laws of the land, the guidance of your profession, and the policies of your employer.
5. Act responsibly; do your duty and be accountable—own your mistakes and work to do better in the future.
6. Be courageous—lean into the pains of your fears to do what you know is right even when it feels unnatural or uncomfortable.
7. Live your values—be faithful to your spiritual core, your conscience and your deepest intuitions.

Jim Collins (2006) developed the concept of level 5 leadership, which he argues is what leaders need to transform their organisations from good

to great. He defined level 5 leadership as “blending genuine personal humility with intense professional will.” This, he goes on, will make the leader “modest and wilful, shy and fearless.” Though Collins argues that this is a rare combination, I must say that I have seen a bit of this in the leaders I have interacted with in my various capacities over the past ten years here at LBS.

NOTES

1. Col Odumegwu Ojukwu was the Biafran leader who declared secession from the Nigerian nation in May 1967.
2. The acronym SPARKLE is originally ascribed to the sixth-century Chinese general and philosopher Sun Tzu. It originally stands for Self-discipline, Purpose, Accomplishment, Responsibility, Knowledge, “Laddership” and Exemplary leadership.
3. Her tenure ends in June 2018.

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Models of Alumni Leadership

Abstract Onukwuba looks at the various models of alumni leadership, the global models and the African models. The author starts by defining who an alumnus or alumna is. From a survey of some African universities and business schools, he reveals that different institutions have different definitions of who their alumni are. The chapter discusses the roles of the alumni to include other forms of support beyond financial support. Onukwuba examines the central role of alumni associations in engaging the alumni and galvanising the needed alumni support. Onukwuba identifies three broad models of alumni leadership. Under the global models, the chapter summarises the Yale, Tuck, IIT Illinois and IESE structures. In Africa, the chapter looks at the UCT and Strathmore models.

Keywords Alumni • Leadership models • Alumni engagement • Alumni Association • Africa

2.1 WHO IS AN ALUMNUS?

The term “alumni” is intrinsically tied to institutions and individuals who have either attended and/or have graduated from the institution (Neufeldt 1996). Over the past several years, much effort has been channelled

towards advancing the administration of alumni relations and understanding the impact of alumni on their alma mater (Cohen 2008) so as to keep the graduates connected to the institution. The “alumni” of a university refers to people who have passed through a formal education in the institution. In Lagos Business School (LBS), these categories of people are distinguished between “students” and “participants,” the students being those who are in the degree classes—the executive, modular and the regular (full-time) MBA classes, while the participants are those that are in the long general executive programmes.

Many universities and business schools have different criteria for qualification as an alumnus or alumna. University College, London, in 2012, for instance, considered as alumni everyone who has done at least 100 days of study in the school, whether the person actually graduated or not.¹ A survey was carried out among participants at the 2016 conference of the Council for the Advancement and Support of Education (CASE²) Africa, held in Nairobi, Kenya, to find out how they classified their alumni. Seventy per cent of the respondents said everyone who passed through the school, regardless of the duration of their studies, qualifies for alumni status. However, such persons must not have been rusticated from the school during their time there. In this category are University of Ibadan, Nigeria, Strathmore Business School, Nairobi, Kenya and Vaal University of Technology, South Africa. Twenty per cent of the respondent schools would accord alumni status only to those who successfully completed the long programmes. This is where LBS, University of Pretoria (South Africa) and Africa University (Zimbabwe) belong. However, the definition of “long” programmes is not a universal one. Ordinarily, a programme five days or shorter would be considered a short programme. Finally, 10% of the respondent institutions would consider only those that successfully completed the degree programmes as alumni.

2.2 ROLES OF THE ALUMNI

The roles and contributions of the alumni cannot be neglected, especially the financial contribution. Actual alumni giving is a behavioural manifestation of their desire to give (Tom and Elmer 1994). For example, generous donations to various colleges and universities in the United States peaked in 2017, with US\$ 43.60 billion in donations recorded (Council for the Aid to Education Report 2018). As we see, donations and fund raising may be basic roles of the alumni. But there are other roles of the alumni

that are quite significant, such as the lending of experiences and expertise of prominent alumni to the boards of the association, which can help them formulate strategic plans for the improvement of the institution (Weerts 1998). Prominent alumni may stand as models and mentors to the young ones on their jobs and career path. Fogg (2008) argues that the enhancement of alumni recruitment programme provides a better investment than advertisement. As such, alumni relations programmes have been one of the preferred top priorities for some institutions across the globe. For instance, University of Virginia's research invested over \$8.7 million on alumni relations involvements, which included the equivalent of 81 full-time personnel (Weerts et al. 2010).

Apart from financial support, alumni play some of these specific roles in academic institutions:

- Helping the school carry out its mission in the wider society
- Promotion of the school's programmes to colleagues, family and friends
- Student recruitment—assisting in the admission process by giving testimonials at students information sessions and being part of interview panels for prospective students
- Policy influence—providing advice and guidance to the school on policy matters
- Curriculum development—source of local case studies and teaching resources
- Curriculum refinement—providing feedback to the school on the right curriculum and pedagogy; improving the teaching standards
- Enhancing campus experiences for students—visiting faculty, guest speakers, special guests at student programmes; internship placements for students
- Enhancing after-campus experience—employment and business links after graduation
- Brand enhancement—acting as ambassadors of the school in the public space.

So, apart from financial support, the alumni play other equally important roles in the support of their alma mater. Some of these roles, like helping the school achieve its mission in the wider society and helping to enhance the school's brand, may even rank higher than the financial support received. For, of what use is a big magnificent school without a good

name? Unfortunately, it appears there is a lot of emphasis on alumni fundraising to the detriment of exploring the other forms of support.

2.3 ALUMNI ENGAGEMENT

According to Horseman (2011), alumni engagement is defined as “participation in any university-related activity that occurs after graduation, specifically volunteering or giving financially.” He argues that this conceptual definition of alumni engagement is to be regarded as only a phase of the broad concept of “civic engagement,” which is defined as part of social capital. Various reasons can be attributed to the donations of funds by the alumni; these could be emotional commitment to an institution, peer pressure or burden of wealth, or altruism and egoism (Mora and Nugent 1998). Irrespective of the varied motivations of donations to institutions, some higher institutions have actually channelled massive resources towards engaging the alumni; many of these institutions derive a major part of their operating budget from donations (Horseman 2011). For example, the Council for Aid to Education 2018 report shows that alumni giving ranked second behind foundation giving in 2017, with alumni giving 26.1% of the total gifts (behind Foundation’s 30.1%). Harvard University was the topmost fundraiser in 2017, raising USD 1.28 billion, followed closely by Stanford University which raised USD 1.13 billion. As noted before, the charitable donations of alumni are an important contribution, but they are only an aspect of it. Various forms of engagement can be as volunteers for the institution’s programmes, providing political support, recruitment of students, formulation of strategic steps and directions, mentorship for the young alumni, service on the institutional boards and so on (Weerts et al. 2010; Farrow and Yuan 2011).

Engagement of the alumni is critical to the growth and sustenance of any university or business school. Harrison et al. (1995) argue that the most significant factors that can help in explaining fund raising success in the institution involved is “how much the institution has invested in alumni activities, not only on events, but also on efforts channelled at communication and other viable programmes that can help the alumni association.” There are other possible factors that allow for alumni involvement, such as loyalty and emotional attachment to the alma mater (Beeler 1982), the act of recommending the alma mater to others (Okunade and Berl 1997) and information search about fellow alumni (Beeler 1982). A significant predictor variable of alumni giving is past giving, especially by

the alumni who have made more generous donations (Lindahl and Winship 1994; Okunade and Berl 1997).

It is important to acknowledge the fact that alumni associations play a significant role in engaging alumni and providing a connection between the alumni and their alma mater (Gill 1998; Arnold 2003). Thus, alumni association executives function as “friend-raisers” instead of just fundraisers (Newman and Petrosko 2011). According to the Council for Advancement and Support of Education (CASE), alumni associations build “lasting relationships with alumni in support of the institution, facilitating a bi-communicable pathway between institution and alumni, they leverage a remarkable voice on behalf of the institution and also maintain historical friendship which helps secure a promising future.” Alumni programmes build and augment the relationship among the students, former students, faculty, friends and other stakeholders (Newman and Petrosko 2011).

The effectiveness of the models of alumni engagement may depend on the level of awareness of leaders of the institution. In other words, “institutions spend millions of dollars engaging alumni with the hope that they will become more active in supporting their alma maters. But, in many cases, campus leaders know very little about the impact of these efforts, the types of alumni most likely to serve the institution, and the range of ways that alumni support the institution” (Weerts et al. 2010, p. 347). Horseman (2011) argues that, in most cases, volunteerism is more appreciated and valued than a cheque. The level of volunteerism is positively affected by the quality of a personal-student experience, the prestige of the institution and any other investment owned in school.

Some alumni associations, especially in European countries, are dues-based. Other alumni bodies do not require members to pay subscriptions, but rely on the voluntary and unrestricted annual giving and legacy gifts from their alumni to support the school. Newman and Petrosko (2011) examined possible factors associated with membership of university graduates in the dues-based alumni associations of their alma maters. Using logistic regression to analyse demographic variables such as age, gender, marital status, awareness of the alumni association, positive experiences and so on, they agreed with other researchers (Beeler 1982; Bruggink and Siddiqui 1995; Hanson 2000; Holmes 2008) that age or years since graduation predict alumni giving, indicating that the older the alumni are, the more likely they are to donate than the younger alumni. This giving affinity is strictly tied to income, which is a determinant of the degree of giving; thus there is a higher rate of donation for wealthier alumni (Bruggink and

Siddiqui 1995; Clotfelter 2003). In summary, age and income act as predictors to alumni giving (Newman and Petrosko 2011). The other factor is the institutional characteristics, such as prestige and academic quality, which are also major factors that affect alumni giving. A greater perception of quality and prestige in their alma maters leads to a greater level of alumni giving (Baade and Sundberg 1996; Belfield and Beney 2000; Clotfelter 2003). Holmes (2008) argues that alumni support serves as a means of avoiding the decline in the institution's academic quality so as to retain the prestigious perception of the institution and thus preserve the quality of the degree and certificates offered by the institution. Institutions need alumni who have contacts and connections that can help advance the institution; they also need the support of individuals who represent the many constituencies that make up the alumni body.

2.3.1 *Engaging the Millennials*

Alumni associations are beginning to appreciate the fact that alumni have different interests depending on the stage they are in their life cycles. Alumni in their 30s may still be in the "growth-building" stage of their lives with their careers still ascending and with children still in the home. As a result, they may not have a great deal of time to devote to the activities of the association, unlike their older counterparts who are in a more "stable" period of their careers and thus may be able to set aside significant time to participate in the association's affairs. The trend is to engage alumni in activities that fit best with where they are in their life cycles.

Weerts et al. (2010) argue that the millennials, say, age 24–34 years, are the most active volunteers in the alumni engagement activities. The involvement of the young alumni or millennials earlier on may likely yield long-term engagement, in other words, forming, according to Romer et al. (2009), "the building blocks of social capital, including participation in group activities and stimulating interpersonal trust." Horseman (2011) highlighted some reasons that avail the millennial generation as a peculiar one: (1) they are more technologically inclined than previous generations; (2) they are receptive to sharing of ideas on educational opportunities, to a greater extent; (3) they are accessible to the expendable wealth and place a priority on charitable giving; (4) they demand transparency and involvement; and (5) they opt for the choice of balance between work and life. According to Howe and Strauss (2009), millennials are unique and interesting in their own peculiar ways; thus, they deserve to be tended to.

According to Bola Adesola, such questions need to be asked while dealing with younger alumni: “What do they want? How do they want it? How do they want to be spoken to?” We suggest that further study be carried out on the potential roles played by the millennial generation in the improvement in the engagement of alumni with institutions.

2.4 MODELS OF ALUMNI LEADERSHIP

Different universities and schools have different names for their alumni leadership body. For some, it is the Alumni Governing Board, or the Alumni Volunteer Board. Others call theirs the Alumni Executive Council; still others, the Alumni Board of Governors or Alumni Governing Council.

Susan Dolbert (2002) identifies three models of alumni governance: independent, interdependent and dependent models. In independent alumni associations, the association’s chief executive or director reports to the board of directors or executive council, rather than an institutional officer. The alumni association receives no (or very minimal) funding from the institution or its foundation. The board determines direction of the association and approves the association’s budget.

Interdependent alumni associations receive part of their funding from their institution, but the majority of their funding is self-generated—through dues, affinity programmes and other areas such as travel and merchandise sales. The association’s CEO reports both to the association volunteer board and to an institutional officer.

Dependent associations are essentially university departments. They receive all or almost all of their funding from their institution and report exclusively to an institutional officer. They may have a volunteer board of directors, but the board is advisory rather than policymaking. Most often, the department is named Alumni Relations and is part of a larger development office. The model each university or school adopts would depend largely on its history and peculiarities.

2.5 GLOBAL MODELS

2.5.1 *Yale University*

Yale University has the oldest record of alumni activity of any American university, dating back to 1792, with the election of the first class officers. It later formed the first ever general alumni association in 1821, which

seems to be the earliest on record (Sailor 1930). According to Yale Alumni History (2017) “Late in the nineteenth century, as Yale graduates sought each other’s company across the country, Yale clubs began to organise in the larger cities. Then, in 1890, the Yale Alumni Fund was chartered by the Yale Corporation. The Fund has since become the vehicle for the most successful giving record of any alumni body in history.” The Yale Alumni Board was later chartered in 1906 to create a central alumni group for interaction between the university and its alumni. But the board became too large and, consequently, ineffective, with well over 2000 members at a time. There was restructuring in 1969, leading to the formation of Association of Yale Alumni (AYA) and the creation in 1971 of the AYA Assembly.

The AYA constitution was adopted by the Founding Board of the Association on August 11, 1972. The constitution, which was last amended in 2009, provides, among others, for a governing board of the association made up of 24 members—18 elected and 6 appointed. The board members are either elected or nominated at different times, six each year for the elected members and two each year for the appointed members. The board meets four times a year to discuss alumni programmes and consider reports from the university administration. The chair and vice chair, and the executive members (two or three) are elected from within the board. All members of the board, including the chair and the vice chair, shall serve (as board members) for only one term of not more than three years each. The chair’s and the vice chair’s tenures are two years each, while the executive members serve in that capacity for one year, re-electable for another one year. However, a member of the board, even if he/she is in his/her last year, can be elected to the position of the chair or the vice chair, in which case he/she would serve a new two-year term, extending his/her total tenure to four years. The vice chair can be elected to succeed the chair, just as the executive officers can aspire to the vice chair’s or the chair’s position. The chair and the vice chair, and the executive officers, are elected by a majority of the entire board and assume office on June 30. The constitution also provides for a non-voting executive director of the alumni association, who shall provide secretarial and administrative duties for the association. The executive director reports to the chair of the board.

2.5.2 *The Tuck School of Business*

Tuck School of Business, according to Wikipedia 2018, is the oldest graduate school of business in the world. It is the postgraduate school of

Dartmouth College, an Ivy League research university in Hanover, New Hampshire, the USA. The University of Dartmouth is one of the oldest universities in the United States, founded in 1769. The business school of the university runs the oldest MBA programme in the United States, started in 1900. It, however, runs only the full-time MBA programme, no executive programme. By 2013, it had over 9000 MBA alumni, 15% of whom are non-US citizens and another 11% live outside the United States. The Tuck alumni association is not independent of the school. The school is supported in the running of the association by a number of advisory boards or councils. At the centre are the Tuck Advisory Board and the Tuck Alumni Giving (TAG) Executive Committee. In 2011, the school launched the Tuck European Advisory Board and followed that with the launch of the Tuck Latin American Advisory Board in 2012. A more recent addition is the Tuck Asian Advisory Board, launched in 2014. The boards or councils are run by alumni of the school in their respective locations and are established to help the school “attract top MBA candidates, enhancing career opportunities for students and alumni, and strengthening alumni and community connections. The boards are also expected to contribute to the school’s globally focused programming and curriculum.” There is also the 29-man (current count) Tuck MBA Council, established in 2002, which advises the school on MBA-related matters—admissions and curriculum development, students career and alumni services. Membership of the Advisory Boards and the MBA Council is by appointment. The members are appointed by the Dean of the school, based on their interest in the school, business pedigree and experience. According to Tuck Ambassador, Andrew R. Steele,³ Tuck is reputed to have an active alumni association, with alumni clubs in ten cities in the United States and in Shanghai, Tokyo, London, Paris, Seoul, Hong Kong, Toronto and Sao Paulo, as of 2013. The school enjoys a great deal of alumni support, with 70% of its alumni giving annually to the school, compared to about 20–30% average in most business schools.

2.5.3 *Illinois Institute of Technology*

Illinois Institute of Technology is a private, technology-focused research university, founded in 1940 in Chicago from a merger of two nineteenth-century institutes—the Armour and Lewis Institutes (About Illinois Tech 2018). It offers undergraduate and graduate degrees in engineering, science, architecture, business, design, human sciences, applied technology,

and law. The Alumni Association of Illinois Institute of Technology has a 25-person Board of Directors, at least four of whom are from the University's Board of Trustees—the Board of Trustees is the institution's governing body. The Alumni Association's Board of Directors is the governing body of the institution's alumni association, serving as the formal communications link between the alumni and the university. Membership is by volunteering and appointment.

Article IX of the By-laws of the Illinois Institute of Technology stipulates the following responsibilities and expectations for members of the Alumni Association's board (IIT Alumni Association Board of Directors Position Description 2018):

- Members must attend at least two of the three regularly scheduled board meetings.
- Members must serve on at least one committee of the board.
- Members of the Board serve three-year terms and may serve up to two consecutive terms.
- Make a personal financial contribution in the minimum amount of \$1000 per fiscal year to the institutional area of the member's choice.

In addition to these formal responsibilities, board members are also asked to participate in the life of the university and the Alumni Association by:

- Attending events coordinated by the Alumni Association and the Office of Alumni Relations on a quarterly basis.
- Nominating at least one individual for an alumni award each year.
- Mentoring or visiting with students each school year as scheduling permits.
- Serving as ambassadors of Illinois Institute of Technology. This includes providing information to others about Illinois Institute of Technology's commitment to its mission, supporting and articulating decisions made by the university, and providing information on current university initiatives and issues. Board members should be well informed about the university's mission, policies, goals, programs, and priorities.
- Advocating for and influencing others to support the university by identifying people who have the means and willingness to support Illinois Institute of Technology and encouraging them to become involved in university projects and programmes.

2.5.4 *IESE Business School, Barcelona*

IESE Business School Barcelona is, according to IESE's official website (2018), the *Financial Times*-ranked best overall school in executive education in the world for three consecutive years—2015 to 2017. Established in 1958, it is the business school of the University of Navarra.

The IESE alumni association was founded in 1959, immediately after the graduation of the first IESE executive class, senior management programme. Today, the alumni association has over 40,000 senior executives as alumni of the school. The Executive Committee runs the affairs of the association. The Executive Committee comprises the president, two vice presidents, 22 board members, and one secretary. It reports to a larger Governing Board, which is made up of presidents and secretaries of the classes that have successfully graduated from a programme at the school. To provide better service to alumni, the association is divided geographically into regional chapters, each of which has its own board. The presidents and vice presidents of the association's regional chapters are also members of the Governing Board. The association's executive body, that is, the Executive Committee, manages the association's resources in accordance with set criteria and objectives. The Executive Committee is responsible for approving the association's budget and presenting its annual financial statements to the Governing Board. The Governing Board meets once a year to approve the annual report and accept proposals and suggestions from the members in attendance and alumni in general.

2.6 THE AFRICAN MODELS

2.6.1 *University of Cape Town, South Africa*

The University of Cape Town (UCT) was founded in 1829 as the South African College, a school for boys. It became a full-fledged tertiary institution in the 1880s, and in 1918, it was formally established as a university, offering both undergraduate and postgraduate studies.

The university distinguishes between convocation alumni and non-convocation alumni. An individual who successfully obtains a UCT degree is a convocation alumnus or alumna, while non-convocation alumni are individuals who have spent at least one full year of study at UCT. However, all are considered members of the alumni association. The university, as of 2017, had 160,000 alumni, and is growing.

The alumni association is governed by the UCT Advisory Board. The board meets three times in a year, including an Annual General Meeting (AGM). The board comprises 17 members, as listed here:

- The President of Convocation of UCT
- The Vice chancellor of UCT or his/her nominee
- Six members of UCT Council, elected by convocation
- Seven members who are elected at an AGM for a two-year tenure
- Other members that may be co-opted by the board to fill vacancies that may arise between AGMs.

The Alumni Relations Office, which coordinates the alumni relations activities, is part of the university's central Development and Alumni Department. The development office manages the advancement functions of the school. The Head of Alumni Relations is a full-time and permanent position. The Head of Alumni Relations is recruited by a search committee comprised of representatives from within the Development and Alumni Department, as well as from the wider university and Human Resources Department. The alumni association is not autonomous of the university; it is a statutory body that is very much part of the university structure. The Head of Alumni Relations reports to the Executive Director, Development and Alumni Department, who reports to the Vice chancellor. The Alumni Relations Office is funded at a central level by the university—in the same way that other business units are funded.⁴

2.6.2 *Strathmore Business School, Kenya*

Strathmore Business School (SBS) is the graduate business school of the Strathmore University in Nairobi, Kenya. Founded in 2005, it is a leading business school in East Africa. Like the LBS and IESE Business School, it was promoted by Opus Dei⁵ members and has a strong Christian identity. Because of this affinity, it shares a lot in common with both LBS and IESE, some of which can be seen in the way the school organises its alumni association.

Membership of Strathmore Business School Alumni Association (SBS-AA) is by subscription and is open to all executives who have passed through all accredited SBS programmes, long or short. There are three types of membership: life membership—one-off life subscription; annual

membership—by annual subscriptions; and honorary membership—for deserving individuals and corporate organisations.

The SBS-AA Executive Committee runs the affairs of the association, but reports to the Alumni Council. The officers of the association include the chairperson, the deputy chairperson, the secretary and the treasurer, all of whom are appointed by the University Council on the recommendation of the Alumni Association Nominations Committee, which is set up by the Executive Director of Alumni Relations. Each officer should be an alumna or alumnus who has a prominent public profile and who has displayed a record of assistance to the university. The officers normally hold office for a period of up to three years and may be reappointed for a further term of office not exceeding three years.

NOTES

1. Information provided by the Alumni Director during my visit to the school in 2011.
2. CASE is a global professional association for educational institutions and the advancement of professionals of these institutions in alumni relations, communications, development, marketing and allied areas.
3. Andrew R. Steele is Tuck Ambassador and was Executive Director Alumni of Development and Alumni Services at Tuck. We made a joint presentation on “Alumni Relations as key to Competitiveness” at the AABS Conference in Casablanca, Morocco in 2013.
4. All information contributed by Libo Msengana-Bam, Head Alumni Relations of the UCT.
5. Opus Dei is a prelature of the Roman Catholic Church. Amongst its teaching is the sanctity of work as service to God and humanity.

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Lagos Business School

Abstract Onukwuba discusses Lagos Business School (LBS), Pan-Atlantic University—its history, mission and philosophy. The chapter traces the initial years of the School, from its days as the Centre for Professional Communication, and the strong early support it got from distinguished Nigerians and non-Nigerians who made up its pioneer Advisory Board. Onukwuba identifies the Christian identity of the School as a factor that has shaped its missional imperatives and strong ethical principles. The chapter discusses the executive programmes at LBS from inception and how these programmes have progressed over the years. Onukwuba examines the factors behind the School’s rapid growth, leading to its becoming the first institution in West Africa to receive double international accreditations in 2016.

Keywords Lagos Business School • Advisory Board • Executive programmes • Opus Dei • Accreditation

3.1 INTRODUCTION: THE MBA ADMISSION

I was the pioneer president of the Catholic Couples for Christ—a society for young married couples in the Catholic Church of Nigeria—started in 2000 at St. Dominic’s Church, Yaba, Lagos. I also doubled as the editor of the society’s newsletter, called “Couples,” published twice a year. Looking for funds for the next edition of the newsletter, I had gone to seek advertisement placement from Lagos Business School (LBS) at the 2 Ahmed Onibudo Street, Victoria Island, campus of the School. Mr Gabriel Diejomaoh was then the marketing director at the Business School. He allowed himself to be convinced by my marketing pitch and took the back page advertisement slot for the School. But, being the marketer that he was, he seized the opportunity to tell me about the LBS Executive MBA programme. To encourage me and to douse my fears of not being prepared, he loaned me a GMAT booklet of past questions to kick-start my preparation for the entrance examination, which was just a few weeks away. I decided to take the challenge even though I did not know where my tuition fees would come from if I passed the entrance examination. Eventually, I completed my registration for the programme and sat for the entrance exam at the big hall of the Nigerian Law School, just opposite the School’s campus. It was a very intense examination, one of the most challenging I had ever taken. The first reaction I got upon learning I had passed the tough examination was a big ego boost—a vote of confidence in myself, in my academic relevance. Nevertheless, I still was not sure how on earth I could afford the 1.5 million naira tuition fee for the two-year programme; I was just an average earning mortgage banker. But as I pondered about the development, I was able to convince myself that I should not let the opportunity slip by. Who knows if I would be successful in the examination another time.

I was also at that time a catechist at the St Dominic’s Church, Yaba. Primarily, I was teaching the adult confirmation class, preparing adults for the Sacrament of Confirmation of the Church. Most of my students were converts from other religions and lapsed Catholics. My students’ ages ranged from 21 up to 70, and they came from different academic, professional and business backgrounds. One of my students was a top civil servant. He was particularly grateful for the opportunity to receive the Sacrament and regularise his marriage, which my class afforded him. As I looked for money (700,000 Naira for the first year) for my MBA school fees, I remembered him and decided to ask him for a loan. I was not sure

how he would take it, and I was also mindful of my reputation and the impression I would be creating in his mind—a teacher begging a student for money. But I was desperate and the deadline for school fees payment was dangerously close. I had to swallow my pride. He listened to my story and was very happy for me. He must have sensed that I would find it difficult to pay back the loan, so he gave me two-third of the money I was asking for, but for free! I could not believe my luck. I thanked him profusely, and thanked God more for the opportunity to serve Him, which has brought me this big fortune—I have given this testimony many times in my teachings on service to God. I did not need to pay all the fees at once; what he gave me was more than enough to start the programme. So, that is how I eventually, without it ever being in my 2003 to-do list, gained admission to a most rewarding two-year Executive MBA programme at LBS.

3.2 LAGOS BUSINESS SCHOOL

Lagos Business School (LBS) is a leading institution in Africa dedicated to creating and transmitting business and management knowledge relevant to Africa and the world at large. LBS is a not-for-profit organisation founded in 1991 as a management development institution. It is the first institution to offer executive programmes on a continuous basis for experienced business managers in tropical Africa. Its long-term aim is to foster the formation of ethical and responsible managers who can lead Nigeria's and Africa's sustained development.

LBS is the business school of Pan-Atlantic University and a member of the Association of African Business Schools (AABS), the Global Business School Network (GBSN), the Principles for Responsible Management Education (PRME), the European Foundation for Management Development (EFMD) and the Association to Advance Collegiate Schools of Business (AACSB).

The School is relatively small, with about 200 full-time staff and 30 full-time faculty. Located in Africa's largest city (Worldatlas 2018),¹ Lagos, LBS delivers executive education at the top and middle management levels, aiming to systematically improve the practice of management in the continent. The School offers a full-time MBA, the Executive MBA, and the Modular Executive MBA programmes. In addition, it offers a total of seven open enrolment executive programmes targeted at different managerial cadres (see list in Table 3.5), and a yearly average of 50 short, focused seminars—in both Nigeria and West Africa—prepared around essential

issues in business. LBS programmes attract over 3000 participants from multinational and indigenous companies every year. Customised in-company programmes are also arranged for organisations that need to develop large groups of staff in a particular discipline.

Executive education at LBS is comprehensive. The case-study method is the major pedagogy. The system ensures that participants gain management knowledge and skills through practical real-life business situations and through the group-work learning approach. To ensure continuous relevance of its programmes, the School places a premium on maintaining a keen relationship with the corporate clientele it serves. Constant interaction with participating organisations, a committed corporate support group of 70 core companies, plus counsel and support rendered by the School's distinguished Advisory Board play major roles in securing this linkage.

3.2.1 *Mission*

“Lagos Business School is a community of people committed to creating and transmitting management and business knowledge based on a Christian conception of the human person and of economic activity and relevant to Nigeria and Africa at large. We strive to be a world-class business school which will have a significant impact on the practice of management.

In order to achieve this mission, the school seeks to:

1. Provide high potential professionals with a general management education which stresses professional ethics and service to the community through the practice of management
2. Have a positive impact on the professional and ethical standards of business management in Nigeria
3. Make intellectual contributions which (a) support the practice of management; (b) contribute to the advancement of the management disciplines; and (c) create high quality teaching material.”²

The fundamental inspiration at LBS is provided by the Christian vision of man, society and economic activity. The Prelature of Opus Dei, an institution of the Catholic Church, takes responsibility for guaranteeing that this vision underlies all teaching, publishing and research activities of the School.

3.2.2 *History*

Prof Albert Alos, the pioneer Dean of LBS and pioneer Vice Chancellor of the Pan-Atlantic University, traces the idea of LBS to 1973 (Alos 2013). The Educational Co-operation Society (ECS), founded in Nigeria in 1968 by some Opus Dei members and their Nigerian friends to “promote the advancement of education with a strong leaning to the Christian values of life,” had established in 1972 the Helmbridge Study Centre, in Surulere, in the heart of Lagos. On November 4, 1973, the Centre organised its first special study programme for secondary school students. The programme, which included sessions on computer programming, marketing, architecture and electronics, was very well received, not only by the students but also by their teachers. The teachers then requested a similar programme to be organised for them, promising to bring along their professional friends. This request was acceded to, and the programmes became popular among the participants. On January 17, 1975, the Helmbridge Management Series was launched, and the popularity of the programme gave the fillip for thoughts on a school of management in Lagos.

Sixteen years after these initial thoughts, and after other interventions in the area of students and professionals’ development,³ the ECS set up the Centre for Professional Communication (CPC) in the heart of Victoria Island, Lagos. The first programme of the CPC was on October 9, 1990, and was a talk by His Excellency, Mr Brain Barder, the then British High Commissioner to Nigeria, on “Recollection of the Soviet Union (1971–1973) and Poland (1986–1988).” Alos (2013) reports that the lectures soon gave way to more formal seminars and workshops. In August 1991, a decision was taken to fashion the School after the IESE Business School model which offered formal general management education.

In June 1992, the change of name to Lagos Business School (LBS) was approved at an extraordinary meeting of the ECS. The change of name was to reflect the new focus of the School and to avoid confusion on what the School was all about, as the former name suggested an advertising agency or the like. Juan Elegido, the current vice chancellor of the Pan-Atlantic University and one of the founding fathers of LBS, recounts how he had gone to sell the School’s programme to the then managing director of Wema Bank, Mr S.I. Adegbite, after a series of letters to the company were not acknowledged. Mr Adegbite confessed that he had received the letters but had kept dumping them, thinking it was an advertising agency seeking contracts (Alos 2013, p. 55).

The ECS provided the School a take-off grant of US\$10,000 and a “cheap car,” with a promise of another US\$10,000 if the first one was well utilised. According to Prof Elegido, the expert advice, given by no less a person than Richard (Dick) Kramer—who was, at the time, the managing partner of Arthur Anderson Nigeria and a pioneer advisory board member of LBS—was that the School needed the sum of US\$2 million to successfully kick off. ECS also rented to the School two rooms (one large and one small) on the first floor of 2 Ahmed Onibudo Street, Victoria Island, owned by the Society. The rooms became a classroom and a dining room. It was no doubt a tough beginning, but the reputation for excellence, prudence and accountability the promoters of the School had built over the years in their various educational interventions in the country endeared them to the corporate organisations, which gave the School a lot of support. At the end, the School did not even need to go for the second tranche of the ECS grant.

3.3 INITIAL OWNERSHIP AND MANAGEMENT

The ECS was the pioneer owner of LBS. At the time of the inception of the School (when it was still known as CPC), the ECS was headed by Dr Jeremy J. White. Upon his death on April 22, 1990, Tim R. Keenley, an American, took over the leadership of ECS. Members of its reconstituted Council of Management (reconstituted after White’s death) included Dr A. Guillen-Preckler, Mr Gabriel Diejomaoh, Mr M. Fattartelli, Chief F.K. Banko and the Secretary, Mr H.O. Adewunmi.

On August 31, 1991, the Council of Management of the ECS approved the establishment of a local board of management for the CPC. Appointed into the local board were Mr Tim Keenley, Mr Pascal Dozie, Mr Patrick Merino, Chief Chris Ezeh and Mr Juan Elegido.

The first management team of the School, appointed in July 1993, had Prof Albert Alos as the director-general, Dr Juan Elegido as director of programmes, Patrick Merino as director of finance and Tim R. Keenley as director of marketing. In 1994, Dr Pat Utomi, Mr Gabriel Diejomaoh, Engr John Ihejieto and Mr Ike Emeagwali joined the management team. Utomi was director of school development; Diejomaoh, director of marketing; Ihejieto, director of administration; and Emeagwali was to become director of alumni relations. Dr Christopher Kolade has been part of the School from the beginning, initially as adjunct faculty and then as full-time

faculty. He later became the second pro-chancellor and chairman of the Governing Council of the Pan-Atlantic University.

Speaking on the challenging beginning and what kept the spirit up, Dr Kolade says:

Yes, the beginning was challenging. But, we were encouraged by the fact that we knew that if we got it right, then we were building something that was going to turn out to be of the quality that we had in mind. And I believe that we dealt with those early challenges quite competently. The experience also of getting the non-academic staff to recognise that it was not only in terms of faculty that we wanted this quality, that we wanted the quality to reflect in every facet of what the LBS stood for, whether it be in security, in drivers, in cafeteria, whatever. And you know that is not easy to achieve in an environment that does not always emphasise high quality. So, they were things at the beginning that we struggled with, but then, the important thing is that we struggled with those things with the intention to get them right (Quoted in Onukwuba 2011).

3.3.1 First Advisory Board

The first Advisory Board of the School was an extremely quality and dedicated Board; members were very influential people in the Nigerian society. The Board played a critical role in the School's success (Alos 2013). Members of the Board were:

- Chief Olu I. Akinkugbe—Company Chairman/Director
- Chief Ernest A.O. Shonekan—Chairman/Managing Director, UAC Nigeria Plc
- Mr Akintola Williams—Company Chairman/Director
- Mr Pascal Dozie—Executive Chairman, Diamond Bank Ltd
- Chief C. Ikechi Ezeh—Managing Director, John Holt Nigeria Plc
- Lt Gen T.Y. Danjuma (rtd.)—Company Chairman; former Chief of Defence Staff
- Mr Richard L. Kramer—Managing Partner, Arthur Anderson & Co (Nigeria)
- Mr Felix Ohiwerei—Chief Executive, Nigerian Breweries
- Mr D.O. Odife—Chief Executive, Centre Point Merchant Bank Ltd
- Dr Christopher Kolade—Chief Executive, Cadbury Nigeria Plc
- Mr Philp B. Watts—Chairman/Managing Director, Shell Petroleum Dev. Co.

- Mr Heinrich Bergstresser—Resident Representative, Friedrich Naumann Foundation
- Mr Faysal M. El-Khalil—Managing Director, Seven-Up Bottling Company Plc

That these distinguished Nigerians and foreign citizens agreed to join the Board of this young School attests to the reputation of the School in those early years and their belief in the integrity of the founding fathers and the mission of the School.

Speaking on why he accepted the invitation to join the Board, Chief Olu Akinkugbe, who later became the pioneer pro-chancellor and chairman of the Governing Council of the Pan-Atlantic University, said:

It was the Ibadan (Irawo University Centre) experience. I had worked with a group of highly dedicated people who were not people who are in a group either to make a name for themselves or to make money out of it, but to serve. And again, they worked quietly, strictly; and I saw that their approach and technique produced the desired results. And having done that project successfully, I needed very little persuasion when I was approached again to see whether I would be involved with Lagos Business School.

On why the School recorded a rapid growth and surmounted the challenges of a cash-strapped start-up, Chief Akinkugbe says:

We were able to assemble a credible advisory board. These are very outstanding members of the society who have had several years of exemplary service to the nation, and all of them felt enthusiastic about being on the board. And then again, the question of raising funds became important and we noticed we had to go to the same people who had helped us with similar projects and tell them that we needed a business school which is based on ethical foundations; that is the primary selling point. And once they were convinced of the necessity of this (I suppose), it became easy to be able to raise the funds to prepare the infrastructure for the School. And very quickly, I suppose, the target community found out that the business school was not just run-of-the-mill, but that this was going to be something very special, and all the credible indices for a successful project were manifest. We had very good experienced faculty, we had a connection with one of the best business schools in the world, IESE; and it helped us both with the exchange of faculty and also with part of the programme being completed in Barcelona.

Another success factor was that the public also realised that the quality of what we started here was comparable to what you get in more advanced

countries; and at that particular time (I think), sourcing foreign exchange for overseas education was not easy because of the financial situation in the country, and those eligible students who would have qualified to enter the most prestigious business schools abroad found that they were able to find similar standards in what we have started. So, very quickly, the public became aware that this was something good that was happening and future developments confirmed this; that within a space of about 15 years, the Lagos Business School became one of the best 50 in the whole world (Onukwuba 2011).

3.4 THE LBS EXECUTIVE PROGRAMMES

LBS started building its house from the rooftop. When the business school decided to start its executive programmes in 1992, it started with the Chief Executive Programme. Participants were chief executives of medium-scale and large organisations.

Prof Juan Elegido explains the rationale behind the decision:

One clear idea we got from IESE, they always insisted, if you want to run a serious business school, always start with the chief executives. If you manage to convince them, then they will send other people from their companies. Of course, it was tremendously challenging, but then we had the backing of IESE at the beginning—they sent some of their lecturers to do some of the teaching, and at the same time, we had some very good people here in Nigeria. Pascal Dozie was really involved. Christopher Eze, Dick Kramer, Kalu Idika Kalu were all involved. The challenge was to articulate a vision that was compelling enough to move very successful professionals in Nigeria to sort of take a leap of faith with the School. And with a lot of marketing, we managed to start the (first chief executive) programme. And then, in that first class, we had some very good people such as Pascal Dozie, Fola Adeola, Imo Itsueli—who was at that time chairman of NNPC—and several other people.

It turned out that the “guinea pig” chief executives were very impressed with the learning environment and the quality of faculty that facilitated the classes. Having been so impressed, the chief executives were easily convinced to recommend their junior colleagues and other chief executives to the LBS programme. In an interview to mark the 20th Year Anniversary of the School, Mr Pascal Dozie, the current pro-chancellor and chairman of the Governing Council of the Pan-Atlantic University, who was in CEP 1 class, recounts his experience:

Table 3.1 Pioneer Chief Executive Programme 1 Class, July–December 1992

<i>S. No.</i>	<i>Name</i>	<i>Company</i>
1	Dr Uduimo Itsueli—class president	Dubri Oil Company Ltd
2	Pascal Dozie	Diamond Bank Ltd
3	Otunba Peter Adegbesan	Patco Ltd
4	Fola Adeola	Guarantee Trust Bank Ltd
5	Demola Aladekomo	Chams Nigeria Ltd
6	Mrs M. Adeleke	
7	Barrister Musa Danjuma	Nigeria America Line Ltd
8	Mr Faysal El-khalil	Seven-Up Bottling Co Plc
9	Mr Timothy R. Keenley	LBS
10	Engr Godfrey Mere	Capricon Engineering Co. Ltd
11	Chief Joseph Nwabunie	Afromedia Nigeria Ltd
12	Chief Denis Odife	Centre-Point Merchant Bank
13	Prof Tayo Seriki	
14	Dr Juan Elegido	LBS; Class Coordinator

Ours was very simple, just one room, and whatever we did was in that particular room, and that was where the fun was ... and the subject matters were very interesting. The beauty about it was that whatever course you had, you finished with the course and you go back to your office, and then you are faced with the same situation you were just learning. So, it was like, I would say, cash and carry.

Table 3.1 shows the full list of the members of the pioneer chief executive programme class (CEP 1) of the School.

3.4.1 *The AMP and SMP*

The School ran its first Advanced Management Programme (AMP) class between April and July 1993 with 14 participants (including Chantal Epie of LBS). The AMP at LBS is for executive directors and members of the management teams of large organisations. It is for direct reports to chief executives of organisations with more than one billion naira annual turnover. Second-level reports to chief executives of very large organisations—those with 30 billion naira or more annual turnover—are also eligible for the AMP. The Senior Management Programme (SMP), which is for functional senior managers and heads of units, also began in the same year and time (April–July, 1993) as the AMP, with 16 participants. The pioneer members of both classes are listed in Tables 3.2 and 3.3, respectively.

Table 3.2 The Advanced Management Programme 1 Class, April–July 1993

<i>S. No.</i>	<i>Name</i>	<i>Company</i>
1	Eme F. Abiayi—class president	Pemacuz Nigeria Ltd
2	Gasper DaSilva—co-president	Mobil Oil Nigeria Plc
3	Adedamola Adeseye	BAICO Insurance Plc
4	Akindele Akintoye	
5	Charles Anudu	The Candel Company Ltd
6	Olusola Oladokun	Smithkline Beecham
7	Florence Seriki	Omatek Ventures Ltd
8	Shihabi Waddah	Sunglass Nigeria Limited
9	Udezue Neka	Access Bank of Nigeria
10	Valentine Ejiogu	Arthur Anderson & Co.
11	Chantal Epie	Lagos Business School
12	Chika Mbonu	Guarantee Trust Bank
13	Dupe Odusanya	
14	Anthony Ofoman	Sterling Products (Nig) Ltd

Table 3.3 The Senior Management Programme 1 Class, April–July 1993

<i>S. No.</i>	<i>Name</i>	<i>Company</i>
1	Abubakar Abari	Dunlop Nigeria Plc
2	Chris Abraham	Gamji Bank of Nigeria Plc
3	Kehinde Idowu	Allianz Maritime Ltd
4	Andrew Imafidon	Diamond Bank Ltd
5	Adetunji Jolaoso	Motor Tyre Services Plc
6	Bisi Lamikanra	Arthur Anderson & Co.
7	Oludolapo Ogundimu	Magnum Trust Bank
8	Michael Oladeji	Dunlop Nigeria Plc
9	Sam Olarenwaju	Coca Cola Nigeria Plc
10	Nick Opara-Ndudu	Equinox Assets Mgt Ltd
11	Benjamin Oviosu	Diamond Bank Ltd
12	Oyadele Oyelola	Diamond Bank Ltd
13	Kolapo Popoola	Dunlop Nigeria Plc
14	Larry Umunna	Roche South Africa
15	Oladejo Adepoju	
16	Adejoke Chukwumah	

3.4.2 *The MBA*

The first contact with the Ministry of Education with a view to starting the MBA programme took place in 1993. Because of the inadequacy of faculty capacity at the time, LBS needed to collaborate with other schools to run the programme. After consultations with some American and European universities, the School turned to IESE Business School, Barcelona, for assistance. IESE was ready to partner with the School to run the Executive MBA programmes and said so on February 11, 1995. In January 1996, the first Executive MBA class, known now as EMBA 1, was started with 37 students in class, including the current dean, Enase Okonedo. Classes were held in Lagos, with one module in Barcelona. Thirty-four students eventually graduated. Table 3.4 shows the full list of the first Executive MBA class or the IESE Preparatory EMBA class, as it was then known.

The CEP has maintained its one-class-a-year status; the AMP is also run once a year, except in 1994, 1995, 2000 and 2001, when the programme was held twice in the year. The SMP, however, runs multiple times a year, up to four times in some years. So far, the School has run 26 classes of the CEP, 30 classes of the AMP and 66 classes of the SMP. Following the granting to the School of the licence to operate as a private university by the National Universities Commission (NUC), the full-time MBA programme was begun on June 16, 2003, at the Lekki campus of the School. The full list of the School's programmes is shown in Table 3.5.

3.5 RANKING AND ACCREDITATION

3.5.1 *Financial Times Ranking*

The first global recognition of the School's excellence was its being ranked by the *Financial Times* of London in 2007 among the world's top business schools. It entered the ranking at No. 50 in the executive education open enrolment programmes category. The ranking was celebrated, as it marked the first time a school in Nigeria and West Africa was being ranked. The School has remained in the rankings for 11 consecutive years, one of only two African institutions to achieve this feat. It has, however, been slipping a bit in the ranks after an initial high of No. 48 in 2008. It was ranked 69th in 2017. However, the number of schools entering the ranking has greatly increased since 2007, and new business schools are being established every year across the globe.

Table 3.4 List of Graduands of the Executive MBA 1 Class, Jan 1997–Dec 1998

<i>S. No.</i>	<i>Name</i>	<i>Address</i>
1	Mr Oladele Akinyemi	One-To-One Nigeria Ltd, Elizade Plaza, 14th Floor, 322 Ikorodu Road, Lagos
2	Mr Rasheed Olaoluwa	Guarantee Trust Bank, Plot 1669 Oyin Jolayemi Victoria Island (V.I.), Lagos
3	Mr Lorenz Mba	Colgate Palmolive Nigeria Ltd, Ligali Ayorinde Street, V.I., Lagos
4	Mr Tokunbo Fagbemi	Special Procurement & Supply Ltd, 2A Idowu Olaitan Street, Gbagada Phase 1, Lagos
5	Martha Onyeajunwa	NITEL Training School, Cappa bus stop, Oshodi, Lagos
6	Mr Aloy Obiakor	NCR Nigeria Plc, 6 Broad Street, Lagos
7	Mr Austin Okere	Computer Warehouse Ltd. 20 Adelabu Street, Surulere, Lagos
8	Ms Modupe Fasusi	49A Aba Johnson Crescent, off Adeniyi Jones Avenue, Ikeja, Lagos
9	Mr Olawole Alakija	Furniture Accessories Nig. Ltd., 57 Ogunlana Drive Surulere, Lagos
10	Ms Eno Inyang	General Finance Ltd., 4B Olutunda Street, Ilupeju, Lagos
11	Mrs Franca Okolo	34B Awori Road, Dolphin phase II Ikoyi, Lagos
12	Mr Kent Nnadozie	Tejude Photo Company Ltd., 108B Ojuelegba Road, Surulere, Lagos
13	Mr Adebola Banjo	Total Nigeria Plc., 4 Afribank Street, V.I., Lagos
14	Mr O.D. Jumbo	Nigeria Reinsurance Corp. UAC Building, commercial district, Abuja
15	Ms Kate Guobadia	Ecobank Nigeria Plc., 2 Ajose Adeogun Str, V.I., Lagos
16	Mrs Chijioko Ugochukwu	Fidelity Union Merchant Bank
17	Mr Lowo Adesola	Inlak Computers, 3/5 Adeyemo Alakija V.I. Lagos
18	Mr Opeyemi Agbaje	GTB Plural House, Plot 1669 Oyin Jolayemi St, V.I., Lagos
19	Mr Ayo Osundiya	Reprofit Nig. Ltd, 51 Ijegun Road Ikotun, Lagos
20	Mr Kris Nwosu	4/6 Ajose Adeogun St, V.I., Lagos
21	Mr Olumide Adeyemi-Wilson	O. Adeyemi-Wilson & Co., Onward house, 22 Allen Avenue, Ikeja, Lagos
22	Mr Ade Alakija	DTV Ibafo, Apapa-Oshodi Expressway Apapa, Lagos
23	Mrs Fola Georgewill	Chartered Bank, 39 Adeniran Ogunsanya St, Surulere, Lagos
24	Mr Tubo Briggs	No. 3 Ado Avenue Apapa, Lagos

(continued)

Table 3.4 (continued)

<i>S. No.</i>	<i>Name</i>	<i>Address</i>
25	Mr Oboden Ibru	Oceanic Bank Nig. Limited, Plot 270 Ozumba Mbadiwe Ave, V.I., Lagos
26	Mr Sola Ojelade	Wall Street Trust Co. Ltd., 28 Adeola Hopewell Street, V.I., Lagos
27	Mr Philip Obioha	Computer Warehouse Ltd., 20 Adelabu Street, Surulere, Lagos
28	Mr Uzor Anijah-Obi	FSDH, 1-5 Odulani Street, Lagos
29	Mrs Adebisi Lasaki	Afribank Nigeria Plc. Afribank Street, V.I., Lagos
30	Mrs Rose Ogbechie	Project Marketing Int Ltd., 13 Jaiyeola Ajatta Street, Ajao Estate, Lagos
31	Mr Omo Efe	Pinnacle Commercial Bank, 65 Karimu Kotun Street, V.I., Lagos
32	Mr Ndu Okeke	Onetrust Ltd., 54 New Market Road, Onitsha, Anambra State
33	Mrs Enase Okonedo	Lagos Business School, 35 Adeola Hopewell Street, V.I., Lagos
34	Ms Chioma Iwuchukwu	Lagos Business School, 35 Adeola Hopewell Street, V.I., Lagos

The School broke into the executive education customised category of the *Financial Times* ranking in 2015, debuting at No. 79. It has gradually improved its ranking in this area to 75th in 2016 and 68th—and second best in Africa—in 2017 (FT.com 2017).

3.5.2 *International Accreditation*

One of the greatest global recognitions of the academic standards of LBS came on December 1, 2016, when the School was accredited by the Association to Advance Collegiate Schools of Business (AACSB). LBS became the first school in Nigeria and the West and Central African regions to be so accredited. According to the official announcement by the AACSB (2016), “AACSB accreditation is a globally recognised standard for the highest quality in business education. Across this multi-year review process, schools must not only meet the initial standards of excellence, but they must demonstrate their ongoing commitment to quality and distinction by participating in a continuous improvement review process every five years.”⁴ The AACSB is school-wide, and puts the School in the league of just 5% of AACSB accredited schools globally.

Table 3.5 Degree and executive programmes at Lagos Business School

<i>S. No.</i>	<i>Name of programme</i>	<i>Programme type</i>	<i>Target audience</i>	<i>Year programme started</i>	<i>No. of classes as of Dec. 2017</i>
1	Chief Executive Programme	Executive Education	Chief Executives of medium and large organisations	1991	26
2	Advanced Management Programme	Executive Education	Directors and direct reports to Chief Executives	1992	30
3	Senior Management Programme	Executive Education	Senior Managers, third-level reports to CEOs	1993	66
4	Executive MBA	Degree Programme	Senior Managers/entrepreneurs of at least 7 years' experience	1996	24 ^a
5	Owner Manager Programme	Executive Education	Owner managers of small and medium-scale organisations	2002	25
6	Regular MBA	Degree Programme	Aspiring managers with at least three years' work experience	2003	16
7	International Management Programme	Executive Education	Chief executives and regional directors of multinational organisations	2013	2
8	Modular MBA	Degree Programme	Senior Managers/entrepreneurs with inflexible work schedules	2013	6
9	Agribusiness Management Programme	Executive Education	Agribusiness value chain entrepreneurs and managers	2014	7
10	Management Acceleration Programme	Executive Education	New and aspiring managers	2015	3

^aThere are two classes of EMBA 14 and EMBA 22

As the euphoria of that accreditation was still on, the School also got the Association of MBA (AMBA) accreditation—again, the first in Nigeria and the West and Central African Regions to receive such recognition of excellence of its MBA programme. “AMBA accreditation represents the highest standard of achievement in postgraduate business

education (MBA, DBA and Master’s programs) and is earned only by the best programmes. By this accreditation, LBS has joined an elite group of only two percent of top business schools in 70 countries with AMBA accreditation.”⁵

3.5.3 *LBS’s Current Advisory Board*

The LBS Advisory Board was reconstituted in 2015. The new Board comprises:

- Dr Acha Leke, Director/Senior Partner, Mckinsey and Company
- Mrs Adepeju Adebajo, MD, WAPCO Ops, Lafarge Africa Plc
- Mr Andrew Alli, CEO, Africa Finance Corporation
- Mr Chidi Okoro, MD, UAC Foods Nigeria Ltd
- Mr Dharnesh Harnesh Gordhon, MD/CEO, Nestle Nigeria Plc
- Mr Nicolaas A. Vervelde, MD/CEO, Nigerian Breweries Plc
- Mrs Omobola Johnson, Partner, TLcom Capital
- Mr Victor A. Banjo; Director General/CEO, Institute of Directors Nigeria.
- Prof Juan Elegido, Vice chancellor, Pan-Atlantic University
- Dr Enase Okonedo, Dean, LBS

The composition of the Advisory Council continues the tradition of excellent quality of membership of the Council since the School’s inception.

NOTES

1. Lagos has overtaken Cairo as Africa’s largest city, with an estimated population of 21 million people.
2. Lagos Business School’s official Mission Statement.
3. These include the Iroto Conference and Rural Development Centre, Ijebu-Ode and the Irawo University Centre, Ibadan.
4. Official announcement by Dr Robert D. Reid, executive vice president and chief accreditation officer of AACSB International.
5. Official announcement by the School.

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CHAPTER 4

Lagos Business School Alumni Association

Abstract Onukwuba discusses the Lagos Business School Alumni Association, tracing its history from an association of less than 20 members at inauguration in early 1993 to the present membership strength of over 6000. The chapter examines the nature of the association and its aims, and the various programmes by the association in furtherance of these aims. It also discusses the membership criteria and membership privileges. Onukwuba further examines the link between the quality of leadership and the strength of the alumni association, and discusses some of the efforts by the leadership to ensure a strong and effective alumni association from the start. The chapter further examines the strong support of the School for the alumni association since inception.

Keywords LBS Alumni Association • Constitution • Alumni director • Continuous education • Alumni session

4.1 HISTORY

The Lagos Business School Alumni Association (LBSAA) is as old as the School itself. The association was conceived in Barcelona by the members of the first chief executive programme class known as CEP 1, in the

first full year of the School's existence, in November 1992. It was during the class' trip to Spain as part of their chief executive programme—the programme had a Barcelona module. While in Barcelona, they met with some IESE alumni officials and got some ideas on how to run an alumni association. Before the end of their week-long stay in Barcelona, the class had formed the LBSAA, with 12 initial alumni members. Following IESE's model, full-time faculty and management team members of the School also became members of the alumni association.

Mr Pascal Dozie was unanimously chosen by his classmates to be the first president of the alumni association. He had a couple of years back established Diamond Bank of Nigeria and was at the time serving as its chairman and managing director. This appointment was significant in the sense that, from the start, it separated the class leadership from alumni leadership—Dr Uduimo (Imo) Itsueli was the CEP 1 class president at the time. Mr Fola Adeola, who had also just established Guaranty Trust Bank, was appointed the pioneer alumni secretary. There was no vice president at this initial stage.

The alumni association was formally inaugurated on February 2, 1993, in Lagos, Nigeria.

4.2 NATURE AND AIMS

4.2.1 *Nature*

The alumni association is intimately and thoroughly linked with the aims of the LBS. It therefore has no legal personality independent of the School. The association is not, as such, a social organisation. Active participation in the LBSAA offers alumni the opportunity for effective and continuous updating in general management and technical business issues. Alumni benefit by their close regular contact with their colleagues and faculty and from access to resource and research materials available at and through the LBS library. At the same time, while benefitting from their continuous relationship with the School, members of the association provide LBS with an invaluable interface with the marketplace and the educational needs of a large cross section of companies and managers.

4.2.2 *Aims*

Article 3 of the LBSAA Constitution lists the aims of the association as to:

1. **Promote** continuing education for its members, and forging of stronger relationships among them.
2. **Support** LBS in its aims and objectives.
3. **Render** service to society especially in the area of public and private management.
4. **Adopt** such other objectives as may generally be in the interest of the association and/or LBS.

The promotion of continuing education for members is the primary aim of the alumni association. The whole idea is to keep the alumni continually updated with relevant and ethical management theories and practices through constant alumni sessions, conferences and other academic refresher programmes. Therefore, the School does not see the professional formation of the alumni as terminating at the end of their programmes in the School, but as a life-long hand-holding relationship of mutual reinforcement and support. Behind this aim is the thinking that informed and value-driven alumni would have a positive impact on the penetration of the LBS's ethical message in the wider society. As Professor Elegido put it:

The mission was not just to promote business ethics; the vision was to have an impact on the practice of business in Nigeria. I would say that was the great difference from the beginning. The alumni association of Lagos Business School is one of the serious alumni associations in Nigeria and outside Nigeria. The typical university/business school sees an alumni association as a way of helping the School, as a way of getting money and helping to attract participants. We were thinking of the alumni association, above all, as a way to help us carry out the mission of the School, and thus have a lasting impact on society. Obviously, the idea of continuing their education was also quite important. We wanted that long-term connection to help them with that continued education, and at the same time, to get their commitment so that the School and the alumni together could have that impact on the society.

Some of the programmes of the alumni association in furtherance of the aims include the following:

4.2.3 Educational

- Monthly alumni sessions in Lagos
- Quarterly or biennial alumni sessions in the zones
- Annual alumni conference, known as the "Alumni Day"
- Study trips abroad

- Alumni refresher courses
- Right of free use of the School’s library—access to research materials

4.2.4 *Social*

- The President’s Dinner—a social night for all alumni and their spouses, and corporate friends of the School
- Alumni class reunions
- Zonal dinners
- MBA hangout

4.2.5 *Aspirational*

- Alumni class awards
- Distinguished alumni award
- President’s award
- Invitation to exclusive events

4.2.6 *Informative, Connectivity*

- *Footprints*, the alumni journal—published twice a year, distributed free to all alumni
- Alumni Web portal—“Alumni Connect”

4.2.7 *Business Support*

- Speed networking sessions
- Networking lunch
- Right of brief consultation with LBS faculty
- Career service
- Mentorship programme

4.2.8 *Alumni Membership Benefits*

- Alumni enjoy numerous benefits and discounts. The major and long-standing ones include:
 - Free monthly alumni sessions
 - Free annual alumni conference

- Discount on executive programmes at LBS and MBA refresher courses
- Admission to alumni study trips and exclusive networking events
- Subsidised tickets to the annual President’s Dinner
- Free access to the alumni website—LBSAlumniConnect.com
- Right of brief consultation with an LBS faculty
- Right of use of the School’s library and access to exclusive research materials
- Discounts from three major international airlines and from over 20 international hotels and restaurants in Nigeria, Accra, Gambia and Namibia

4.3 MEMBERSHIP

There are three categories of membership of the alumni association (Article 4.1 of the LBSAA Constitution). These are:

1. Member: Any person who has satisfactorily completed an executive programme or degree programme at the LBS, or who had at any time been a full-time faculty member of the LBS.
2. Financial Member: A member who has paid his current subscription or dues in accordance with the rules of the association.
3. Honorary Member: A person who is deemed by the Governing Council to be worthy of the honour of becoming a member of the association, and has been so appointed.

The constitution thus distinguishes a “member” from a “financial member.” Over the years, that distinction has been unofficially termed to be that between an “alumnus” and a “member of the alumni association.” In essence, non-financial members are regarded simply as alumni of the School, while financial members are regarded as “members” of the alumni association. The former enjoy limited benefits from the association, while the latter enjoy a great deal of benefits from their membership.

4.3.1 Eligibility

To qualify for membership of the LBSAA, a person must have completed any of the degree or executive programmes of the School. The least of such programmes, in terms of on-campus duration, is the Management Advancement Programme (MAP), which has eight campus days and a two-month off-campus module. Membership is not yet open to participants in the custom programmes and the short seminars of typically between three and five days. The programmes that qualify for alumni membership are listed in Table 4.1.

All current management staff of LBS, and full-time faculty of the School, both past and present, are also members of the association. From 11 members in 1992, the membership of the alumni association is currently at over 6000.

4.4 THE LBS ALUMNI RELATIONS OFFICE

One of the clearest indications of how seriously the School has regarded the job of alumni relations is the quality of leadership of the alumni office from inception. The School, from inception, appreciated the role alumni would play in the growth of the School and in carrying out its mission. It

Table 4.1 Lagos Business School alumni qualifying programmes (in order of duration)

<i>S. No.</i>	<i>Programme</i>	<i>Duration (months)</i>	<i>Actual in-campus days</i>
1	Executive MBA	24	Every Friday and Saturday
2	Modular Executive MBA	24	One week (6 days) every two months
3	Full-time MBA	18	Monday–Fridays
4	Senior Management Programme	6	30 days
5	Owner Manager Programme	6	30 days
6	Chief Executive Programme	6	22 days
7	Advanced Management Programme	5	25 days
8	Agribusiness Management Programme	4	15 days
9	Management Acceleration Programme	3	8 days

thus ensured that the position of the head of alumni relations was held by very senior members of the School, such as would be respected by the alumni. The School followed this up with huge support for the office.

According to Prof Juan Elegido, “it was very clear from the beginning, and because IESE advised us to do so, that we will pay a lot of attention to the alumni association.” The first person to hold the position of Alumni Director of the School was Timothy R. Keenley. Tim was already chairman of the ECS Board and a pioneer management team member of the School. Next after Keenley was Prof Pat Utomi, one of the most influential directors of the School. After Prof Utomi was Mr Ike Emeagwali, who had been the deputy managing director at Nigerian Tobacco Company. Mr Gab Diejomaoh, who took over from Mr Emeagwali, was the first person whose job was exclusively alumni relations, unlike Keenley, who doubled as marketing director, and both Utomi and Emeagwali—who were at the same time full-time faculty of the School. In between Utomi and Emeagwali was Dr Dade Sadare, a senior faculty of the School who acted for some months while Prof Utomi was away on studies. Table 4.2 shows the full list of alumni directors to date.

Describing those early years and how the alumni office was configured, Prof Pat Utomi says:

First of all, I would admit that there was a very high level of collective responsibility. In fact, it is almost like a side joke saying that one had a particular role, because everybody was director this and that (laughs). It was like a small college that tried to solve certain kinds of problems and respond to certain kinds of needs. Whereas, technically, I was designated alumni director, and I tried to provide some leadership in how we organise alumni activities, the naked truth was that the entire operating committee of the School at the time, “The Monday Group,” as I like to call us—because our

Table 4.2 Alumni directors at Lagos Business School, 1992–2018

<i>S. No.</i>	<i>Period</i>	<i>Name</i>	<i>Rank</i>
1	1992–1994	Mr Timothy Keenley	Director
2	1995–1997	Prof Pat Utomi	Director, Senior Faculty
3	1997 (Acting capacity)	Dr Dade Sadare	Senior Faculty
4	1998–2004	Mr Ike Emeagwali	Director, Senior Faculty
5	2005–2008	Mr Gabriel Diejomaoh	Director
6	2009–2015	Mr Henry Onukwuba	Director
7	2015–2018	Mrs Bunmi Afolabi	Director
8	2018	Mr Henry Andoh	Director

management meetings were on Monday mornings—were in charge of the alumni function. There was a formal champion for one particular activity, but we almost collectively helped to deal with the issues. Which is why in a sense, it is a bit of joke to say Tim Keenley was alumni director; he was just a school development person—really, a very energetic guy who went after anything that could facilitate the progress of the School, and all of that. In those days, the idea of an engaged alumni was fairly unusual in Nigeria. But it was easy to do because LBS was significantly in executive education, and these executives found it a useful networking place for themselves, so that was a critical drive for it.

4.5 JOINING THE TEAM

One afternoon, early in 2008, I had received a call from Mr Gabriel Diejomaoh, then director of alumni relations at LBS, asking if I could make the time to come and see him. As the president of my class, and by that account, a member of the Governing Council of the alumni association, I had gotten close to Mr Diejomaoh, who was always looking out for what my class was up to, in terms of class activities and attendance at alumni events. I recall the first post-school class meeting we held at the house of one of our class members at Goshen View Estate, Lekki. I had invited Mr Diejomaoh to the get-together, and typically he arrived early—almost before everyone else. He must have been impressed by the large turnout at the meeting and by the way we bonded as a class. Weeks later, perhaps remembering that I edited the *Couples* magazine, he had invited me to join the editorial board of the alumni magazine, the *Footprints*.

So, when I got Mr Diejomaoh's invitation, I thought to myself that it must be the editorial board thing that he wanted to discuss further. On the day of my appointment with Mr Diejomaoh, on my way to his office, my car developed some mechanical faults on Awolowo Road Ikoyi, a few kilometres from the School. I then called my mechanic to come over and fix it. The fixing was taking time, and it was getting close to my appointment time. Knowing Mr Diejomaoh's proclivity for punctuality, and having at the back of my mind the discipline we received at LBS during my EMBA days, I decided to abandon my car and hop on an "okada"¹ for the rest of the journey. I came in for the meeting a bit sweaty, but I was on time. What came next was most unexpected. After enquiring about my consulting business—I had started Hebon Consult, a human resource consulting firm, immediately after my MBA—Mr Diejomaoh asked me if I would like

to join the School and succeed him as the alumni director, but after a six-month tutelage under him as the deputy director. I did not see this coming and I did not have a response for him. My consulting business, just two years old, was beginning to pick up after a slow start. I recall I had consulting and teaching engagements stretching up to six months ahead. I was, in fact, just beginning to enjoy the freedom of the consulting world and being my own boss. Was he asking me to terminate my entrepreneurship journey so abruptly? But, the prospect of finally being part of this prestigious school in the capacity of an employee was attractive and almost compelling. Nevertheless, I needed time to think clearly about the offer, so I asked for two weeks to get back to him with an answer. I took three weeks.

Eventually, I accepted the offer, but initially, on a part-time basis (three days a week) until I cleared my consulting and teaching assignments. I also got the assurance that I could continue teaching for the Enterprise Development Centre (EDC) of the School; I was then teaching “People Management” in the Certificate of Entrepreneurial Management (CEM) programme of the Centre. Though I was to start in June, I actually started a month earlier (on contract basis) in May, to help plan that year’s President’s Dinner, which was held in July at the Eko Hotel and Suites, Victoria Island, Lagos.

I worked under Mr Diejomaoh for six months and learnt a lot from him. I greatly admire his sense of duty and responsibility, his attention to detail and his good sense of humour. His networking skills were excellent, and he had a natural knack for getting you to do what you did not set out to do, including parting with your money for the School. Mr Diejomaoh seemed to know exactly what to do at any point in time, and he was very energetic and focused. He was also very humble and quite approachable. I recall the first class meeting he took me to. It was the class meeting of the CEP 15 class, which was to host the Alumni Day of that year, 2008. The president of the class, Mr Femi Adefope, hosted the meeting in one of the finer restaurants in Victoria Island, Lagos. I was very impressed at how well he handled the meeting and got the class to commit fully to hosting the annual alumni conference. I learnt from that meeting to hail every president of a class of alumni association as “My President!” This greeting style has stuck with me and has endeared me to many of these presidents. I became good friends with Mr Adefope that day; that friendship has lasted until today, and he is still “My President!”

Apart from Mr Diejomaoh, the alumni team comprised of Mrs Modupeola Akin-Olaitan and, later, Ms Rachael Egbe as administrative secretaries. Together, we planned and executed the very first alumni session and alumni dinner outside Lagos. The dinner was held on October 16, 2008, at the Transcorp Hilton Hotel, Abuja. The dinner was to mark the formal relaunch of the LBS Endowment Fund. In attendance were the then LBSAA president, Mr Tunde Dabiri, and his vice president, Mr Udeme Ufot. Dr Doyin Salami gave the alumni session, after which we moved to the dinner proper, which recorded an appreciative attendance.

By November 2008, I was confirmed as the new alumni director, effective January 1, 2009. Part of my job as the alumni director was to edit and publish the alumni magazine *Footprints*, published, at that time, three times a year (it is now published twice a year). Thus, there was no more talk about an editorial team for the magazine; I was now the editor, with my colleague Modupeola as editorial secretary. Thelma Opara and Dianabasi Akpainyang later joined the editorial team.

4.6 THE INITIAL YEARS

As of December 1993, there were a total of 163 alumni, with 68 of them “active” members as shown below:

Total current active members (fee paying)	54
Faculty/Management LBS (non-fee paying)	14
Total active members to date	68
Total no. of alumni (December)	163

Early records of the activities of the alumni association suggest that the association got down to work as soon as it was established. In keeping with the continuous education aim of the LBSAA, a number of early alumni sessions were held by the association. The first alumni session was held in December 1993. The first elected Executive Council members of the association were installed at the first alumni “conference”² in March 1994. The initial alumni membership annual dues was 2000 naira (N2000); there was no life membership dues. To make membership meaningful, some alumni privileges were introduced, which included a 20% discount on LBS seminars for financially up-to-date alumni and access to the School’s library.

4.6.1 *Excerpts from the Minutes of the Annual General Meeting (AGM) of the Association, 1994*

Events LBSAA (July 1993–May 1994)

- Alumni fundraising dinner held in July 1993
- Alumni Sessions: Sessions held between 5.30–7. 00 pm on week-days; speakers were all visiting faculty. Sessions wound up with refreshment. Average of 14 participants, “only moderate success”

Alumni Sessions held in 1993/1994

<i>Topic</i>	<i>Speaker</i>
1. Customer Value and Intimacy	Prof Skip Smith
2. Corporate Communication and Organisational Renewal	Prof E. B. Leggett
3. Budget '94 Consequences for Companies	Dr Patrick Merino
4. Developing Human Resources	Dr Jenny Quillen
5. Strategic Planning and the Macro-Economic Environment	Dr Quesada
6. Michael Porter’s “Competitive Strategies for Changing Industries”	Dr Skip Smith

Alumni Sessions coming up in 1994

- 22 June, “Appraising Business Risk”—Prof Javier Santoma (IESE)
- 20 July, “The Evolving Structure of Company Marketing Departments over the Past Few Years”—Prof Jose Pons (IESE)
- 24 or 30 July, “Quality for Mobil Worldwide—Mr Bob Erickson, ex-MD, Mobil Oil Nig.

Alumni Annual Meeting and Lunch (35 participants) held in March in place of a real annual conference this year

LBSAA Cash Account: (1st January–31 May 1994)

		N
Total Income (Fees 54 members @ N2000)		108,000
	N	
Direct expenses	28,400	
Stationery & printing	11,840	
Copy centre/documents	22,650	
Dispatch/postage	6690	
	69,580	
Balance		38,420

Alumni Privileges

Discounts on Seminars: only five members have taken advantage of the 20% discount on any seminar personal participation. We have been announcing this in some brochures and it appears in the Members Guide. Members are probably aware of it. Participation in even one seminar offers a discount of more than the entire annual fee of the LBSAA (e.g. a seminar of N15,000 offers a discount of N3000. Annual fee is now only N2000)

Library: One of the privileges of members is the use of the LBS library. The current position of the library is discouraging but development is underway now. A librarian, Miss Pat Idahosa, resumed full-time on 9 May and has begun working on getting things moving, ordering books locally and from abroad. Before the year ends, the library will be working...

Annual Conference—this year’s was not a conference, actually, but rather only a Lunch, election and a short “pep talk” by Dick Kramer. One expects that in years to come, a more developed event would be organised, most likely in a venue outside the School, with guest speakers etc. This is obviously one major challenge area for the Council in 1995.

Publications provided to all Members

- LBSAA Constitution (given at graduation)
- Alumni Members Guide (given at graduation)
- LBSAA Directory (given at graduation and thereafter annually)
- LBS Update (short report on LBS, sent periodically)
- All Technical Papers this year as they appear

Some LBSAA gift items sold in the LBS bookshop:

1.	Ties	N1200
2.	Women’s brooch pins	N2000
	Tie bars	N2000
	Cuff links	N2500

Possibility then of getting polo shirts and car stickers were highlighted

LBS development Fund

To date, donations have been received from 70 companies, mainly in cash, totaling around N21 million. The building and installations of the entire new wing has cost nearly N30 million. The fund raising continues now.

Below are some of the early efforts by the leadership of the alumni association to ensure a strong and effective alumni association from the start.

Oasis of Sanity

The first item on the agenda for the LBSAA Governing Council meeting held on June 9, 1994, was “Ways to implement the ‘Oasis of Sanity.’” “Creating an Oasis of Sanity” in an otherwise eccentric Nigerian society was a “Mission Statement” adopted by the founding fathers of the alumni association, which defines the philosophy of the LBSAA. The meeting also examined how the IESE Alumni Association is run so as to apply the relevant aspects to the LBSAA. It also explored ways to make the alumni sessions more regular and impactful to the alumni.

President’s Dinner

At the Executive Council meeting of the association held on February 6, 1995, and chaired by the president, Mr Pascal Dozie, it was decided to start an annual alumni dinner as a way of fostering the social connection between the alumni. The dinner was to be called “President’s Nite.” It should be noted that the association has before then held several dinners, some of them fundraising events; others to mark the end of the AGM. This was, however, an attempt to institutionalise the dinner. At a subsequent Governing Council meeting held on September 13, 1995, Mr Dozie agreed to singularly sponsor the dinner, which was fixed for December 8 that year. Mr Victor Osibodu was nominated to coordinate the planning of the dinner because of “his excellent performance in organising the Alumni AGM meeting.” Mr Osibodu had chaired the committee that planned the AGM which had held earlier on March 31, working with Ernest Ndukwe, Gasper DaSilva and Mrs Bisi Lamikanra. The dinner has

been held in an unbroken sequence since this first one, and is now known as the President's Dinner. It has grown to become the biggest annual corporate social event in the country, attracting over 1250 guests in 2012.

Alumni Conference

The first formal LBS Alumni conference was held on November 26, 1996, with the theme: "Education as Foundation for Nigeria's 21st Century Development." The main speaker was Prof (Mrs) Oyinade Elebute, CON, a consultant surgeon, medical teacher and entrepreneur. Discussants included Dr Christopher Kolade, Prof (Mrs) Jadesola Akande, former vice chancellor, Lagos State University, and Prof Julius Onah, vice chancellor, Enugu State University of Technology. The conference, which is a major educational event for the association, has been held annually and consistently since then. The conferences have attracted distinguished speakers, both local and international, such as Baroness Lynda Chalker; Ambassador Nathan Lyman, the then United States' ambassador to Nigeria; Paul Walch of Diageo; Ngozi Okonjo-Iweala, Nigeria's former finance and coordinating minister; and Prof Phankaj Ghemawat of IESE Business School.

Continuous Education

Apart from ensuring a regular alumni session in Lagos (see Table 4.3), the association in 1996 started a refresher programme in Barcelona for LBS alumni. The first of the programmes was held between September 2 and 6, 1996, with the theme "Preparing Your Organization for the Future." The association also—on September 12, 1996—constituted a class study group to facilitate the planning of conferences and seminars for the alumni. The first product of the study group's work was the conference on the "Crisis in Nigeria and the Social effects on the Family, Society and the Economy," which was scheduled for November 20, 1996. The group was also responsible for the first formal alumni conference, which followed shortly after, on November 26.

Table 4.3 1996 Alumni session at a glance

<i>Session No.</i>	<i>Topic</i>	<i>Speaker</i>	<i>Date</i>	<i>Attendance</i>
1	Thriving in Chaos	Dr Pat Utomi (LBS faculty)	06.02.96	39 + some staff
2	Strategic Alliance in Solving Information Technology (IT) Problems	Dr Dade Sadare (LBS faculty)	20.02.96	19 + some staff
3	The 1996 Budget	Mr Richard Kramer and Dr John Elegido (LBS faculty)	29.02.96	33
4	Mobilising Service Breakthroughs	Mr Biodun Shobanjo (MD Insight Communications Ltd)	10.04.96	30
5	Evaluating Corporate Performance	Mr Ayodele Teriba (LBS faculty)	17.04.96	39
6	Logistics and Competitive Advantage	Dr Eugene E. Okolie (LBS faculty)	23.05.96	17 + some staff
7	Employee Organizational Commitment: Its Relationship with Communication, Satisfaction and Performance	Dr Franca Ovadje (LBS faculty)	12.06.96	21
8	Expanding Loyalty and Building Customer Value in Marketing	Prof Skip Smith (Chairman of Marketing Dept., South East Missouri State University, USA)	11.07.96	27
9	The LNG Project and the Prospects for Nigerian Economy	Mr Theo Oerlemans (NLNG Managing Director Chief Exec.)	19.07.96	35
10	Institutions and the Evolution of Competition in the Nigerian Banking Industry	Dr Pat Utomi (LBS faculty)	14.08.96	24
11	The Challenges of Managing the Oil Industry in Nigeria	Mr Brian Anderson (Chairman/MD Shell Pet. Dev. Co. of Nigeria Ltd)	26.09.96	58
12	Internet: "Alone on the Superhighway"	Mrs Ibukun Odusote (Lecturer, Yaba College of Technology)	11.10.96	

NOTES

1. Local name for a commercial motorcycle.
2. It was not a full conference but rather a lunch with a guest speaker.



The LBSAA Leadership Model

Abstract Onukwuba discusses the leadership model of the Lagos Business School Alumni Association (LBSAA)—its governance structure at class, zonal and national levels. The chapter examines the composition of the LBSAA executive and governing councils, the manner of election and appointment into these councils and the tenure of the respective offices. Onukwuba identifies the factors responsible for the apparent success of the LBSAA, which include quality of leadership of the alumni body and the selfless service of the long succession of leaders. The chapter further discusses the quality of the alumni directors of the School from inception as evidence of how much the School has regarded the alumni association as critical to the attainment of its mission.

Keywords Governing Council • Executive Council • Alumni president • Alumni director • Class set

5.1 INTRODUCTION

One good thing about the Lagos Business School Alumni Association (LBSAA) is that it clearly defined its leadership structure at the early years and, from the start, was able to get respected and influential leaders in the

society to manage the affairs of the association (see Chap. 7 for a short profile of some of the LBSAA alumni leaders). There was also strong support from the School from the start, which stimulated the link between a vibrant alumni body and a progressive institution. The School has never hidden its desire to ensure that the alumni association is very strong and well coordinated, as attested to earlier by the vice chancellor, Prof Juan Elegido, who was part of the School from the beginning.

5.2 THE LBSAA GOVERNANCE STRUCTURE

The LBSAA Constitution or Charter as it is now called¹ was first approved on May 4, 2001. It has been amended three times since then, on August 25, 2005; on May 18, 2013, and lately on November 11, 2017. Section III, Articles 7 to 11, of the charter provides for the governance structure of the association. The governance is at four levels:

1. The Governing Council
2. The Executive Council
3. Class sets
4. Zonal groups

5.2.1 *The Governing Council*

The Governing Council (GC) is the largest decision-making body of the association, and is composed of the following:

1. The Executive Council
2. All class presidents
3. All zonal group presidents
4. All past presidents of the association
5. A maximum of five members appointed by the Executive Council for the tenure of the particular Executive Council
6. All Affinity Group Leads

The fifth category of membership has not yet been activated. The alumni director statutorily and mandatorily keeps an up-to-date register of the GC members at the beginning of each alumni year. A member can resign his/her membership of the council through a written notice to the council secretary. Membership of the council automatically ceases when a members loses the leadership status which, in the

first place, qualified him/her for the membership; that is, he/she ceases to be class or zonal president, or a member of the Executive Council. In that case, the member is deemed to have “retired.” Another manner of losing membership is by suspension or termination for disciplinary reasons. With the growth in the number of alumni classes to 205 as of December 2017 (see Table 3.5 on p. 45), the membership count of the GC is becoming too large and difficult to manage. By convention, the GC meets three times in a year. In recent years, the meetings have been held in February, during which the alumni director’s report of the activities of the association for the previous year is presented, and in May and November, close enough to the two major events of the association: the President’s Dinner and Alumni Day, respectively.

The president of the alumni association is the chair of the GC. He presides over the council’s meetings, or in his absence, the vice president does so. The quorum for a GC meeting is any 15 members of the council. In line with the values of the School, the charter stipulates that “if both the President and Vice President are absent 10 minutes after the appointed time for the meeting, then the meeting will be chaired by any other member of the Council elected in the interim to preside over that particular meeting.”

5.2.2 *The Executive Council*

The Executive Council (EXCO) is the executive organ of the association, and manages its day-to-day affairs. Membership of the EXCO is both by election and by appointment—more of the latter than of the former.

The EXCO is composed of:

1. The president of the association
2. The vice president of the association
3. The secretary of the association
4. The immediate past president of the association
5. The dean of LBS
6. The director, Alumni Relations
7. A maximum of four members of the association appointed by the incoming president and approved by the EXCO
8. A maximum of four members of the association appointed by the dean of LBS and approved by the EXCO

5.2.3 *Succession and Tenure*

One of the unique structures in LBSAA is the manner of succession to the presidency. Of the 14 members of the EXCO, only the vice president and the secretary are elected. The vice president, after two years of “tutelage,” automatically becomes the president, except if he is found “unsuitable to assume the role of a president” or he has been deemed to be incapable of discharging his duties as the vice president. Articles 14d and 14e of the charter provide for the removal of the president from office by a two-thirds majority vote of the GC members if he or she is deemed “incapable of discharging his/her duties.” The president could also be removed, this time by simple majority vote of the GC members for his/her inability to attend the council meetings for three consecutive times. For other members, a simple majority vote is enough for a suspension or removal for whatever reason.

Tenure for the council members is two years, with a maximum of two terms—except for the president and the vice president. The president constitutionally stays for six years: the first two years as the vice president, the next two years as the president and the next two as immediate past president. The vice president, if he has already served a term as a member of the council before his election, could actually end up staying for eight years, and ten years if he has served two terms prior to his election. However, since inception, no serving member of the EXCO has been elected the vice president.

The EXCO meets four times in a year (for some years in the past, it met six times). Sometimes, there are extraordinary meetings. The meetings are held on the School premises or in the boardroom of a member’s office or in a neutral venue—usually sponsored by the president or a member. Quorum at the meeting is any five members. Again, like for the GC, the constitution stipulates that “if both the President and Vice President are absent and the quorum for the meeting has been formed, then the meeting will be chaired by any other member of the Council elected in the interim to chair that particular meeting.”

5.2.4 *Zonal Groups*

The constitution provides for zonal groups, representing geopolitical regions of the country. Each group would have an elected president, vice president and secretary. So far, the association has had three zonal groups: the Northern zone with headquarters in Abuja, inaugurated in 2008; the

Southeastern zone with Port Harcourt as base, inaugurated in 2009; and the recently (2017) inaugurated Ibadan chapter for the Southwestern zone. The presidents of these zones are members of the GC, and they attend meetings of the council in Lagos—paying from their own pockets.

5.2.5 *The Class Sets*

The class sets can be described as the nexus of the association. The vibrancy of the association depends on how active the class sets are. Unlike in many schools where the classes are known by their year of graduation, such as, for instance, AMP fall 2015, the LBS's class sets are chronologically numbered according to their graduation years. So, we have MBA 5, EMBA 9, AMP 22 and so on. In the years we have had two streams of the EMBA classes, we would distinguish them by alphabets. So, we have EMBA 14A and EMBA 14B, as well as EMBA 22A and EMBA 22B. Each class set has an elected president, vice president and secretary. The president becomes a member of the GC, and stays there until he ceases to be the president of the class. Chapter 6 tells us more on how the classes are organised.

5.3 ALUMNI ADMINISTRATION

The LBS alumni model is a bridge between the dependent and interdependent models, according to Susan Dolbert's classification. Though the alumni association self-funds its activities, especially for the major events, the School is the principal sponsor of the association. The association has no legal personality independent from the School. Its funds are managed and judiciously applied by the School, through the alumni director's office. However, the EXCO approves the budget of the association for mostly the major events, such as the President's Dinner, the Alumni Day and the class reunions. The budget is usually prepared by the alumni director, with an initial vetting and approval by the dean before it goes to the EXCO. The association does not maintain any separate account; hence all expenses are signed off by the dean and other signatories to the School's account. The association's dues are paid into the School's account.

The alumni director and his team members are full-time employees of the School, and subject to all the conditions of employment applicable to any other staff of the School. The director is the chief executive officer of the alumni body, running things from the inside. He reports to the

dean, and together with the dean, sits on the EXCO and GC of the association, with full rights, except voting right at elections where he acts as the returning officer. The director acts as the link between the School and the alumni association. He also acts as the unofficial adviser to the alumni president, guiding him on what is happening in the School and the association, what to say or how to act at alumni events and so on. By hierarchy, the alumni director's position is a very senior one in the School.

5.3.1 *The Alumni Directors*

The position of the alumni director is critical to the attainment of the School's vision for the alumni. The alumni director's office is critical in ensuring that the other levels of leadership are effective. The profile of who assumes leadership of the alumni office should be such that would command the respect of the alumni. Moreover, since the alumni director will be interfacing with the alumni president, and giving him necessary advice, it is important that he is someone that the president would listen to and whose counsel he would respect. The following short profiles of the alumni directors from inception demonstrate this understanding on the part of the School.

5.3.2 *Short Profile of LBS Alumni Relations Directors, 1991–2008*

Tim Keenley, 1992–1994

Timothy (Tim) R. Keenley, an American, was one of the early promoters of LBS. He had arrived in Nigeria from Chicago in 1981 and started out as the supervisor of the Helmbridge Study Centre in Surulere, taking over from Prof Albert Alos (Alos 2013, p. 26). He acted as secretary of the Educational Co-operation Society (ECS), and later became its chairman in 1990, following the death of the then chairman Dr Jeremy J. White. Tim was a pioneer member of the local board of management for the Centre for Professional Communication in 1991. With the change of name to Lagos Business School, Tim became a pioneer member of the School's management team, with the designation of the Director of Marketing, and later, the Director of Alumni Relations. Tim went back to the United States in 1994.

Prof Pat Utomi, 1995–1997

Prof Patrick Okedinachi Utomi was in the Chief Executive Programme Class 3 at LBS in 1994. He had joined the School that year as a senior faculty and management board member, with the portfolio of Director of School Development. In 1995, Utomi became the Alumni Relations Director, a position he held till 1997. He was also Director of The Centre for Applied Economics at the LBS sometime.

Ike Emeagwali, 1998–2004

Francis Ikechukwu Emeagwali joined LBS from the Nigerian Tobacco Company (NTC), where he rose to the position of Deputy Managing Director (Nigeria), and managing director in one of the African countries on cross posting. Ike taught marketing at LBS and became the Alumni Relations Director of the School in 1998. It was as Alumni Relations Director that he established *Footprints*, the LBS alumni journal. He was also Chairman of Thomas Wyatt Nigeria Plc and Chairman of Moorehouse Management Limited sometime in his career.

Gabriel Diejomaoh, 2005–2008

Mr Gabriel Diejomaoh's connection with LBS started in 1990, when he became a member of the reconstituted Council of Management of the ECS. He later joined the management board of the School in 1994 as Director of Marketing, taking over from Tim Keenley. Mr Diejomaoh became the Alumni Relations Director in 2005.

Mr Henry Onukwuba, 2009–2015

Mr Henry Onukwuba, who was the pioneer president of the LBS EMBA Class 9, joined LBS as Deputy Alumni Director in June 2008, and worked under Mr Diejomaoh before being promoted to the position of Director effective January 2009. Mr Onukwuba had been Managing Director of Hebon Consult before joining LBS. He has moved on to hold other positions in the School as MBA Director (briefly) and Director of Executive Education, and, now, full-time faculty in Human Resource Management and Organisational Behaviour.

Mrs Bunmi Afolabi, 2015–2018

Mrs Olubunmi Afolabi did the Advanced Management Programme (AMP) 17 in 2005. At that time, she was an executive director at Bi-TraxxAxent Company Ltd. As president of her AMP class, she was an

active member of the committee that planned the ten-year reunion dinner of the classes of 2005, from where she developed an interest in the alumni job.

Mr Henry Andoh, 2018–present

Mr Andoh did the Executive MBA programme (EMBA) 12 in 2007/8. He had worked for many years in the School as Programme Manager before being elevated to the position of Director of Executive Education in 2014. He left the School in 2015 to pursue other interests but returned in March 2018 to assume the position of the Alumni Director.

5.4 ELECTION OF ALUMNI EXECUTIVES

The first elected EXCO of the LBSAA was constituted in 1994 for a two-year tenure. Mr Pascal Dozie, who was appointed president at inception, was now formally elected, with Mr Bunmi Oni, CEP 2, elected the vice president. Mr Fola Adeola was returned as the secretary of the association. Other members were statutory—Prof Albert Alos, Director General of LBS, and Mr Tim Keenley, the Alumni Relations Director, who was later succeeded and replaced by Dr Pat Utomi in 1995. Though the LBS alumni constitution, unwritten at that time, provided for a maximum of an additional eight appointed members—four each by the alumni president and by the LBS director general, Keenley noted in a memo to GC members dated May 31, 1994, that “since the LBSAA is still so small now (68 members) it was decided not to include these additional members this year” in the EXCO.

Article 18 of the LBSAA charter provides for election by secret ballot of the vice president and secretary of the alumni association. Nominations for these positions, according to the charter, could be made by “a Class, a Zonal Group, an Alumni Group, a Special Interest Group or the Executive Council.” The alumni director, who is the returning officer of the election, receives the nominations for the positions in writing prior to the election date. Though the charter was vague on what constitutes a special interest group, the School has used that provision as its legitimacy to participate in the nomination of candidates for the office of the vice president, in particular. Because the vice president, by the provisions of the charter and all things being equal, becomes the president automatically after two years, it therefore becomes critical that the vice president-elect must be someone that fits the desired profile for the office of the alumni president. Perhaps because the School is in a better position, more than the zonal groups or the class sets, to know who is really who amongst the alumni, the

EXCO has always respected the School's choices and has adopted the individuals as its own nominees. Particular attention is placed not only on the pedigree and the leadership capacities of the nominees but, more importantly, on his or her fit with the School's values. Article 18e of the charter provides that a candidate for the vice presidency must be "a seasoned professional of proven integrity in both his/her public and private lives, who runs or heads a reputable organisation, and whose values are consistent with the core beliefs and values of LBS." He/she must also be committed to the growth of the School and the Association, and must be a financial member of the Association. The candidates would, on election day, address the council and sell their manifestoes to the members present. In recent years, the election for the position of the vice presidency has become a bit competitive. In 2014, there were, for the first time, two candidates for the election; and in 2016, for the first time, the School/EXCO could not successfully push through its own candidate for the vice presidency.

5.5 SUCCESS FACTOR: QUALITY OF LEADERSHIP

It is important that the alumni president is somebody well respected in society, who can attract the respect and admiration of the majority of the alumni. It is also important that he or she is attuned to the values of the School. He or she must also have had considerable experience in running an organisation; it helps if he or she had been involved in the leadership of other strong organisations prior to assuming office. LBS seems to have gotten it right in this regard, as the profile of the alumni presidents from inception, shown in Table 5.1, suggests.

5.6 SUCCESS FACTOR: SELFLESS SERVICE

When asked at the inaugural meeting of the 2014–2016 EXCO of the LBSAA in July 2014 what his policy thrust for the next two years would be, the new president of the LBSAA, Mr Wole Oshin, replied: "to continue in the good footsteps of my predecessors." While he acknowledged that there were new paths to chart, such as an increased collaboration with the business sector, Mr Oshin was convinced that the presidents before him had all written beautiful chapters in the success story of the LBSAA. He would wish to write his own chapter without changing the story. It is a story of great ideas, altruistic motives and sacrifices. It is a story of love, support and belief in the ideals and dreams of the School (Onukwuba 2014).

Table 5.1 Lagos Business School Alumni Association presidents, 1992–2018

<i>S. No.</i>	<i>Period</i>	<i>Name</i>	<i>Status as the time of presidency</i>
1	1992–May 1995	Mr Pascal Dozie	Founder/CEO, Diamond Bank Nigeria Ltd
2	1996–1998	Mr Bunmi Oni	CEO, Cadbury Nigeria
3	1998–2000	Chief Erastus Akingbola	CEO, Intercontinental Bank Ltd
4	2000–2002	Mazi Sam Oluwabunwa	President/CEO, Niemeth International Pharmaceuticals Plc
5	2002–2004	Mr Dayo Lawuyi	GMD, DN Tyre & Rubber Plc (Dunlop Nigeria)
6	2004–2006	Mr Goodie Ibru	Chairman, Ikeja Hotels Ltd
7	2006–2008	Dr Uduimo Itsueli	Chairman/MD, Dubri Oil Ltd
8	2008–2010	Mr Tunde Dabiri	GMD/CEO, Sterling Bank Plc
9	2010–2012	Mr Udeme Ufot	MD/CEO, SO&U Saatchi & Saatchi
10	2012–2014	Mr Demola Aladekomo	Founder/CEO, Chams Plc
11	2014–2016	Mr Wole Oshin	GMD, Custodian Group
12	2016–2018	Mrs Bola Adesola	MD/CEO, Standard Chartered Bank of Nigeria

Membership of the LBSAA councils is purely a call to service. For starters, all the members of both councils are volunteers and receive no form of remuneration whatsoever for their time, energy and ideas. Most of the presidents I worked with attended alumni events outside Lagos paying for their flights from their pockets. The zonal presidents attend the GC meetings in Lagos held thrice a year at their own expense—airfare and accommodation. On many occasions, members have made personal and huge financial contributions to the School and the association. The typical EXCO meeting would start at 6.00 pm and end by 8.30 pm, with light refreshment provided either by the School or by the host of the meeting. Since February 11, 2012, when the then president, Mr Udeme Ufot, blazed the trail by sponsoring the GC meeting at the Southern Sun Hotel, Ikoyi, Lagos, all the subsequent GC meetings have been sponsored by either individuals or alumni classes of the association, thereby relieving the association of the burden of hosting the meetings. Considering that these meetings are usually held at expensive hotels and other venues, and that average attendance has been in the neighbourhood of 40, a handsome sum must have been committed by the sponsors to hosting these meetings. The executive meetings, when not held on the School's premises, are usually held at boardrooms of the incumbent alumni president's organisation or a posh

hotel befitting the LBS brand, sponsored by the host. The zonal presidents have either single-handedly hosted or majorly sponsored alumni events such as Christmas dinners in their zones on multiple occasions.

Beyond money, the keen participation of the members and the ideas generated at these meetings have gone a long way in shaping the destiny of the association. Over the years, participation at both the EXCO and the GC meetings has gone some notches up. In 2013, an average of nine members attended the then-bi-monthly EXCO meetings, while the GC, in its May 2014 meeting, recorded one of its highest attendance figure of 64 persons.

One could always sense the feeling of ownership and commitment among members of the EXCO and the GC. On occasions when the association had found itself in tight corners planning for a major event, the council members have always rallied around to assist. A good case was the 2013 President's Dinner. Three weeks before the dinner, we had just recorded 50% of the expected guests and were running a deficit of 10 million naira in funds needed for the dinner. The alumni director had presented this unpleasant picture and was seeking advice on the way forward. Marshalled by the then president, Sir Demola Aladekomo, members started booking corporate tables for their organisations (the corporate tables went for between N500,000 and N1 million); class presidents started paying for extra class tables and mobilising their class members to attend the dinner. At the end of the day, the dinner recorded its best attendance figure ever of over 1300 guests, and returned the biggest net income of 15 million naira. It is this sense of ownership, dedication to duty and responsible leadership that has helped position the LBSAA as a very dynamic alumni association.

NOTES

1. The constitution was changed to a "Charter" in the latest amendment on November 11, 2017.

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CHAPTER 6

The Impact of the LBS Alumni on the School and Society

Abstract The chapter begins with the revelation of the secret of the seeming strength of the LBS Alumni Association, followed by recognising the strong support of the alumni to the School, and how this support has contributed to the School’s international ranking and accreditations. The chapter discusses the various aspects of this support, which transcend just the financial, and also discusses the mission of the founding fathers of the alumni association—creating an oasis of sanity in an otherwise chaotic Nigerian society. It examines the impact of this ethical revolution on the Nigerian business climate, and recognises that there has been some level of success, especially in correcting the negative notion of a “Nigerian way” of doing business.

Keywords Oasis of Sanity • Ethical revolution • Endowment fund • National Universities Commission • Graduation gift

6.1 INTRODUCTION

If there was any secret to the vibrancy of the LBS Alumni Association (LBSAA), it is how well the alumni relations office have been able to keep the classes active and connected to the alumni association and to the School long after their graduation.

Leadership of the LBSAA starts at the class level. The strength of the alumni classes directly reflects the vibrancy of the central body. These class executive councils are the bedrock of the LBSAA leadership, and provide the much-needed lubricant for the smooth running of the central engine room. The class presidents play pivotal roles in ensuring and sustaining the high level of alumni engagement and attendance of alumni at the association's events. The alumni relations office therefore pays particular attention in ensuring that the classes elect the right leaders. The classes are allowed to elect as many officers they wish to have, but the alumni association recognises only the president, vice president and secretary. The positions of both the president and the secretary are considered critical: the former for keeping the class together and the latter for keeping an up-to-date database of the class, especially as most alumni tend to change jobs soon after their programmes.

The alumni relations office organises orientation programmes and conducts elections for the classes while still in school. When I became alumni director in 2009, I decided to change the manner of the class election from the hitherto open ballot to a secret ballot. I discovered that people were voting out of sentiment or bandwagon effect in the open system. The secret ballot expectedly required more effort and attention to detail. You would have to prepare and stamp the ballot papers, and collate them after the voting, ensuring that the number of votes tallied with the number of the ballot papers issued. Counting was openly done, and the class members would usually be invited to join in the counting. But it has proven more credible and produced better leaders. The class is encouraged to start their meetings while they are still in school, and to hold their first post-school days meeting not long after leaving school. An alumni officer or the director usually attends such meetings (as much as practicable) and updates the class on the developments in the association.

6.2 LEVEL OF SUPPORT OF THE SCHOOL

I do not know any other business school in the world that enjoys the type of support we enjoy from our alumni. That has been a tremendous boost for LBS.

—Prof Juan Elegido, Vice Chancellor of Pan-Atlantic University

Alumni support for the School has been remarkable over the years. The individual alumni, personally or through their classes, friends, associates

and corporate organisations, give a lot of support to the School. Every brick and mortar in the School has come from the benevolence of alumni members and the School's corporate friends. The alumni association directly or indirectly facilitates this support.

Below are some of the various ways the alumni have supported the School over the years:

6.2.1 *Construction of the LBS New Campus*

During the construction of the LBS permanent campus at Lekki, the leadership of the alumni association galvanised alumni classes to donate a substantial portion of the funds for the new campus. At the Governing Council meeting of the LBSAA held in August 2000, it was decided that the alumni association would raise the sum of 50 million naira, out of the 300 million naira needed to build the Centre for Entrepreneurship Studies (which later became the LBS's permanent campus). To this end, a fund-raising committee headed by Mr Udeme Ufot¹ of SO&U and a member of CEP 3 class was set up. Some of the activities planned to achieve this target included raffle ticket sales and a fundraising dinner. Various grades of levies were fixed as follows: 25,000 naira—Bronze Plaque; 50,000 naira—Silver Plaque; 75,000 naira—Gold Plaque; 100,000 naira—Platinum Plaque; and 200,000 naira and above—Diamond Plaque (Onukwuba and Ugwuanyi 2018). Some of the early donor classes were the CEP 3, CEP 9, EMBA 1 and EMBA 3, each of which sponsored a syndicate room for the sum of 2 million naira. At the end, almost all the alumni classes at that time made some donations ranging from 500,000 naira to 1 million naira. I recall that my class, EMBA 9, donated about 950,000 naira to the building project.

6.2.2 *Saving the MBA Programme*

The LBS MBA programme was in 2016 accredited by the Association of MBA (AMBA), thus giving it an international stamp of excellence. But the programme would have been truncated in its infancy when the National Universities Commission (NUC), the government body that regulates tertiary education in Nigeria, declared it illegal and asked the School to discontinue the programme. Prof Pat Utomi reveals that influential alumni members worked with the School in getting the NUC to rescind its decision and eventually recognise the programme. He tells the story:

We had begun to make some impacts with the executive education programmes: CEP, AMP, SMP. The idea was to have a good MBA programme. We have a partnership with IESE; we could use that partnership to train MBAs, at that time, primarily the executive MBA programmes. The National Universities Commission (NUC) at that time frowned very much upon foreign-originating degrees which are taught here. And so they opposed the idea of an executive MBA programme (in collaboration) with IESE, threatening to stop it. ... We agreed collectively at LBS that we should not allow that, because it was clear in our minds that what we were doing was advancing the common good—it was advancing the interests of the country. So we had a number of approaches that we could deploy. One was to go to court ... But we also then had the obligation, if we could, to deploy networking skills to get closer to those who made decisions to help their understanding of things. In this case we tried to do both. While we went to court with Odein Ajumogobia of Ajumogobia Okeke and Co. leading charge, we tried to use networking skills and contacts to try to encourage a better understanding of the process. I think in the end both seemed to have worked well together. At that time, private universities were not being licensed. NUC started from then to license private universities. They then said they would grant us a private university licence, and that would then finally take care of the EMBA-IESE connection business ... Many alumni played different kinds of roles—whoever had any contact in the system—many members of CEP 1 tried to use their connections to get the message across. So, it was a multifaceted approach.

6.2.3 *Financial Support*

The financial support of the School by her alumni has come in three ways: donation to the endowment fund, graduation gifts and sponsorship of the School's projects.

Donation to the Endowment Fund

The idea of an endowment fund for the School came as early as 1996. At that year's Annual General Meeting (AGM) of the alumni association held on May 31 at the Lagoon Restaurant, Ozumba Mbadiwe St, Victoria Island, the CEP 1 class donated the sum of 10 million naira to an endowment fund "towards research in economics and public sector participation in the school's programmes." This was followed by a dinner organised by the AMP 6 Class on June 8, 1997, for an endowment fund to support

research in business ethics and corporate governance at the School. The target was 20 million naira.

A formal endowment fund for the School was, however, eventually instituted in 2008 under the leadership of Mr Tunde Dabiri. The following year, an endowment fundraising committee was constituted by the alumni association. The committee was inaugurated by the new alumni president, Mr Udeme Ufot, on September 14, 2010. The committee consisted of the following members:

- Mr Victor Ogiemwonyi, CEP 12, Chairman
- Mrs Yinka Reis, EMBA 7, Vice Chairperson
- Mr Ryamond Ihyembe, CEP 2
- Mrs Funmi Ajose Adeogun, OMP 12
- Mr Femi Adefope, CEP 15
- Mr Biola Adesola, AMP 20
- Mrs Clare Omatseye,² EMBA 3
- Mr Sesan Ayeni, OMP 1
- Lt Col (rtd.) Paul Edor Obi, CEP 12
- Henry Onukwuba, Alumni Director, EMBA 9

A few weeks after the inauguration, the committee sponsored a fundraising dinner for class presidents at the Four Points by Sheraton Hotel, Victoria Island, Lagos, to solicit the support of the class presidents for the fund. The endowment fund today has crossed the 500-million-naira³ mark and is growing.

Graduation Gifts

The graduation gifts started in 2007, and this was in response to the launching of the School's endowment fund. Alumni classes give a graduation gift—mostly in the form of a cash contribution to the School's endowment fund—on their graduation day. Considering that many, by Nigerian standards, consider the LBS to be “expensive,” these donations are a further indication of their gratitude for the quality of education and formation received at the School. The largest donation from a single class so far was by the International Management Programme 1 (IMP 1), which donated a sum of 12.52 million naira to the fund during their graduation in 2013. The remarkable thing was that it was a small class of 11 persons.

That year, the ten graduating classes donated a total of 31.5 million naira to the endowment fund (Onukwuba 2014).

Sponsorship of School's Projects

We have already noted the support of the alumni association to the School's permanent campus. Besides this coordinated support, many alumni have supported the numerous projects of the School and the university in many instances. One that stands out is the donation of the Administrative Block of the Pan-Atlantic University to the initial tune of US\$10 million by Gen (Rtd.) T.Y. Danjuma. Though Danjuma is himself not an alumnus of LBS, his wife, Senator Daisy Danjuma, was the president of the CEP 17 class at the time. Gen Danjuma was a pioneer advisory board member of the School at inception. I recall that it was at a dinner hosted by the then alumni vice president, Sir Demola Aladekomo, at Villa Medici Restaurant, Victoria Island, Lagos, that General Danjuma affirmed his donation of the huge sum which kick-started the construction of the new permanent site of the university in Lekki. Mr Udeme Ufot, then alumni president, lists this as one of the highest points of his presidency. In 2006, Intercontinental Bank Plc donated 40 million naira towards the construction of the second phase of the LBS campus—the MBA Block. The bank's MD/CEO was Mr Erastus Akingbola, who was president of the alumni association from 1998 to 2000.

The School's new library was substantially begun with the funds donated by an individual alumnus. All the classrooms in the new campus are named after organisations which sponsored these various aspects of the building. Many of these organisations have alumni of LBS on their boards and management teams. The syndicate rooms were sponsored by, and are named after, various alumni classes.

6.2.4 Other Supports

Besides monetary support, the alumni contribute to the School's development through the following means:

- Recruitment of MBAs. Alumni-owned and managed ment organisations provide engagement opportunities to LBS interns, and full employment for the School's MBAs.

- Writing of local case studies. Many alumni CEOs have permitted their organisations to be subjects of case studies, thereby enhancing the LBS's curriculum. This is more important given the students' preference for local cases.
- Support of students-led activities (SLAs). A good number of students-led activities are held on campus every year. Such activities benefit from alumni financial and moral support. Alumni also are invited as guest speakers and panellists at such events.
- Advisory Board membership. Alumni continue to serve in the School's Advisory Board.
- Guest speakers at school's programmes. Alumni come back to class as guest speakers at MBA and executive programme classes, and short-focused seminars.
- Technical support for school's projects. The School ranks high in the quality of its infrastructure. Many alumni organisations are involved in the building and maintenance of this infrastructure.
- Access to international and renowned resource persons. The alumni, through their network, provide valuable access to reputable speakers—local and international—who speak at School events.
- Providing needed connection to the government and decision-makers. Though LBS is a privately owned, not-for-profit institution, it sometimes needs to connect with the decision-makers at state and federal government levels to further its mission. The alumni, many of whom are highly placed, provide such connection.
- Participation at School events. Alumni participation at School events enhances the profile of such events.

6.3 SUPPORT FOR THE ASSOCIATION

Support for the alumni association rubs off positively on the image and public perception of the School. According to Prof Utomi, “the worth of the institution is seen in its alumni. Once you run into somebody and you say, ‘That person went to LBS,’ and if what you see is good, then you are attracted more to LBS; if what you see is not good, then ... So one of the important things that the LBS alumni association tries to do or continues to try to do, is to organise programmes that will keep alumni on top of (business) developments, so that they are fresh, and able to project what the school represents.”

The major alumni learning forum, the annual alumni conference, known as “Alumni Day,” is sponsored by alumni classes every year. The Chief Executive Class, lately supported by the other classes, takes turns to sponsor the conference. The alumni sessions, which are more frequent, are sometimes hosted by alumni in their office premises. Alumni also speak pro bono at such sessions.

The President’s Dinner, which is the apex social event of the association, also benefits from alumni support through their organisations and those of their friends and associates. The 2012 President’s Dinner won the 2013 CASE Circle of Excellence award (Onukwuba 2013b). The dinner won Bronze in the category of annual alumni programmes, second only to the University of Tennessee (there were no Gold winners). The dinner was attended by over 1200 guests—alumni and their spouses. The awards “acknowledge superior accomplishments that have lasting impact, demonstrate the highest level of professionalism and deliver exceptional results” (CASE 2018).

The *Footprints* journal is printed twice a year from the advert support of alumni-owned or managed organisations. The speed networking events, from where alumni get useful business connections, are anchored free by alumni. Alumni serve as mentors and also benefit as mentees in the mentoring programme. There are over 30 different discounts available to alumni, especially to the financial members of the association.

The implication of all of these is that alumni get lots of value from their membership and are, in turn, willing to give back in any way they can. The School usually benefits from this sense of gratitude.

6.4 CREATING AN OASIS OF SANITY

From the account of members of the CEP 1 and the early management members of LBS, the overarching consideration for the formation of the LBSAA was to create an “Oasis of Sanity” in an otherwise crazy and disorganised Nigerian society (Onukwuba 2013a). So, right there in Barcelona, the CEP 1 class members coined the phrase “Creating an Oasis of Sanity” as the mission of the LBSAA. For Elegido, “it showed so much the extent to which they (the CEP 1 alumni) had keyed into the LBS vision.”

Explaining the whole concept of an Oasis of Sanity, Dr Imo Itsueli, CEP 1 class president and LBSSA president (2006–2008), who is reputed to have coined the phrase, says:

From my home, and from my family and my business, I stand on creating an oasis that I consider sane in this environment or desert of corruption and greed... That is what I stand on. It is tough. Just as the oasis in the desert has to cope with shifting sands, sandstorms and so on, but still stays there... By the time my oasis touches yours, it grows into a larger oasis. As many more oases touch each other, it becomes a lake of sanity (*Footprints* 2007).

6.4.1 *The Ethical Revolution*

Right from the onset, LBS has placed a strong emphasis on business ethics. The School runs a full course on business ethics in all its degree and executive programmes. Custom programmes and short-focused seminars of five days also have ethics modules. As a matter of policy, all courses that are taught in the School must have ethics-related content. In other words, there is a conscious effort to teach students and participants, no matter the context of the subject, how to do business the right way and how to respect the dignity of the human person. Prof Juan Elegido, the vice chancellor of the University, is a professor of business ethics, one of the very few in any Nigerian university. According to Prof Elegido, “typically in LBS, not only in ethics classes but in all the classes, we try to show that it is possible, that there are ways, there are models; that you have to adjust and take care of certain things. It is not so much that you get them to convert; this is not a Gospel crusade or a religious retreat. But just to let them see that they are not alone, that there are people both in the class and outside who face the same challenges.”

Given the challenges of corruption in Nigeria, of doing business the right way, the Ethics class has proven very useful in correcting the widely held misconception that there is a “Nigerian way,” usually the crooked way, of doing business. The first reaction of many students and participants on hearing the ethics message is “this is not possible; you have forgotten the Nigerian factor.” However, many begin to think otherwise as the class progresses and they hear the success stories of those who have chosen to do things the right way. When you consider that, on average, 3000 persons receive the LBS education every year, and that most of these persons are in positions to influence the business processes and practices in their organisations, then the ethical revolution must be real. Prof Elegido thinks also that the School has made an impact in changing the ethical mindset of many Nigerian business leaders and managers who have passed

through LBS, especially in the area of conflict of interest. But he points to the weak law enforcement institutions as obstacles on the way:

Of course, there has been an impact. At the same time, one has to be realistic. The ethical standards in Nigeria depend on many things. It's just like asking how effective the Police or EFCC is. In this society, the police are not very efficient, the temptation to cut corners, to breach the law is very high, and, at the same time, many businesses are guilty. Let's be realistic, LBS by itself cannot change Nigeria. It would be very immature to say that it can. Having said that, of course it has been having an impact ... I have said that a number of times.

The dean of LBS, Dr Enase Okonedo, is of the opinion that even if not everyone is a convert to the ethical message, no one that has come in contact with the School will claim ignorance of the message. "I can't guarantee that anybody who comes to the school and moves out there would behave ethically. However, for sure, they would not claim not to know that what is wrong is wrong and what is right is right."

One more aspect to this message is the aspect of walking the talk. Students at LBS do not only hear the message but also see the LBS faculty and staff live the message by the way they conduct themselves and interact with one another. According to Fabian Ajogwu, "the teaching occurs just from people observing how faculty relate to one another, refer to one another on a first name basis. There is no reserved table for the dean of the business school ... I am saying, for instance, that even just the way people interact here is in itself a classroom lecture to people who come here. It acculturates them to understand that there is wealth in ordinary life, in simplicity."

6.4.2 *Corporate Social Responsibility*

The alumni association in 2016 undertook the free training of Lagos State judges on modern business practices as part of its corporate social responsibility (CSR) programme. Similar interventions in the Nigerian public service are being planned in the future.

Individual alumni classes are encouraged to undertake CSR programmes. The alumni office monitors such programmes, ensuring they are in line with the values of the School. Many of these CSR programmes have been in the sphere of educational and health support. These include

school renovations, supply of learning materials, donations of hospital equipment and so on. Apart from endearing the School to the public, the CSR programmes give the alumni an intrinsic sense of satisfaction from being part of a worthy cause.

NOTES

1. Udemé Ufot became the president of the LBSAA in 2010.
2. Clare Omatseye is now the vice president of the LBSAA, and will be president from June 2018.
3. Though the naira in 2018 exchanges for about 360 naira to US\$1, a good part of these donations were made at the time the naira exchanged between 150 and 200 naira or less to the US dollar.

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On the Pedestal

Abstract The chapter presents the perspectives of top leaders of Pan-Atlantic University (PAU) and Lagos Business School (LBS), as well as past and present alumni presidents of the LBS Alumni Association (LBSAA), on various aspects of the School-alumni relationship. Ten top leaders were interviewed. These are the vice chancellor of the PAU, the dean of LBS and a long-standing member of the Governing Council of the university who, as the secretary of the alumni association, wrote the association's constitution. Also interviewed were three past alumni relations directors of the School and four past and present presidents of the alumni association. The interviews reveal factors behind the success of the LBSAA, the current challenges and the future direction of the association.

Keywords Alumni leadership • Alumni president • Autonomy • Ethical impact • School's excellence

The story of the leadership of Lagos Business School (LBS) alumni cannot be fully told without the contributions of various individuals that have in one way or the other shaped its growth and sustenance. These individuals include past and present deans of the School, past and present alumni directors and past and present alumni presidents. In these categories are

included the pioneer Director General and pioneer Dean of Lagos Business School Alumni Association (LBSAA), Prof Albert Alos; his successor and current Vice Chancellor of the Pan-Atlantic University, Prof Juan Elegido; the current Dean of the School, Dr Enase Okonedo; and the pioneer president of the LBSAA, Mr Pascal Dozie. One individual who does not belong to any of the above-mentioned categories but has nevertheless played a pivotal role in shaping the association is Prof Fabian Ajogwu, who, as secretary of the association, wrote the association's constitution in 2005. This chapter features excerpts from separate interviews with some of these principal actors. The interviews provide insights into how the association has evolved over the years, what has worked for the association and what new directions to explore as the future unfolds. Being themselves alumni of the School, some of the interviewees extend their thoughts to memories of their student days and the impact of their LBS education on their careers.

7.1 SCHOOL ADMINISTRATORS

7.1.1 *Prof Juan Elegido*

Vice Chancellor of the Pan-Atlantic University, Lagos

Profile

Prof Juan Manuel Elegido was born in Madrid, Spain. He lived in different cities in Spain, moving home with his civil servant father. But by 16, he was back in Madrid. He studied Law in Spain, and immediately after that, he started working for a business consultancy as a trainee consultant. After three years, he came to Nigeria to help with the establishment and running of LBS. It was soon concluded that, at that time (1977), the idea was premature, but he stayed in Nigeria. While in Nigeria, he did his PhD in Spain, travelling intermittently to Spain and back. His first teaching engagement in a tertiary institution in Nigeria was at the Institute of Management and Technology, Enugu. From there, he moved to the new Faculty of Law of the Anambra State University of Technology. He eventually came to Lagos, and joined the pioneer LBS faculty and management team.

Early Years in LBS

At the beginning, we had had contact with IESE Business School, Barcelona. As you know, IESE is a project promoted by Opus Dei members, so we had that idea (the IESE structure) as a model. At the start of

LBS, we had very little practical experience in (running) a business school—I had been teaching law, for instance. So, nobody had that direct experience of running a business school. But I think we had a tremendous advantage because we had a very clear model of what a world-class business school is. The main thing was to connect the business school to industry. From the beginning, I started teaching taxation and business ethics. Then, I quickly became the Academic Director and Director of Programmes. After two years, I realised that I could not do it all: school administration, teaching and publishing in taxation—my PhD was actually in tax law—and, at the same time, teaching and publishing in business ethics, so I dropped taxation. Eventually, I became the Deputy Dean of the School and later the Dean. Later on, I became the Vice Chancellor and moved to teach in the undergraduate programmes of the university.

On Why the School Started with the Chief Executive Programme

One clear idea we got from IESE—on which they always insisted—was that if you want to run a serious business school, always start with the chief executives. If you manage to convince them, then they will send other people from their companies. Of course, it was tremendously challenging, but then, we had the backing of IESE at the beginning; they sent some of their lecturers to do some of the teaching and we also had some very good people here in Nigeria. Pascal Dozie was really involved, Christopher Ezeh, Dick Kramer and Kalu Idika Kalu were all involved. The challenge was to articulate a vision that was compelling enough to move very successful professionals in Nigeria to take a leap of faith in regard to the School. And with a lot of marketing, we managed to start the (first chief executive) programme. Then, in that first class, we had some very good people such as Pascal Dozie, Fola Adeola, Imo Itsueli—who was at that time Chairman of NNPC—and quite a number of other people. It was very interesting.

Thoughts Behind Setting up the Alumni Association

The typical university/business school sees the alumni association as a way of helping the School, as a way of getting money and helping to attract participants. We were thinking of the alumni association, above all, as a way to help us carry out the mission of the School, and thus have lasting impact on society. Obviously, the idea of continuous education was quite important. We wanted that long-term connection to help them with that continuous education and, at the same time, to get

their commitment so that the School and alumni together could have that impact on society. In fact, from the viewpoint of money, the alumni association was in a net loss position with LBS for quite a number of years. Eventually, a lot of help has come from the alumni association. But from the beginning, the help was coming from many companies and corporations, not necessarily the ones that were in the alumni association.

School's Support for the Alumni Association

The objective with the alumni association was different. I think another clear thing is that LBS has always devoted far more human resources, time and money to the alumni association. The number of free alumni sessions over the years, if you were to cost them as a seminar ... I mean, there are millions and millions in free tuition that we have given. But, it was not a question of money, it was a question of trying to keep people close to the School. From experience, the alumni association is not something that just happens, it is something you have to work hard at, you have to meet a lot of people to identify with you.

Beginning Right

When you set up an alumni association and you have Pascal Dozie as Chairman and Fola Adeola as Secretary, people will be interested in joining. It is as simple as that. These people set the standard of commitment. I think, from the beginning, the School always took the alumni sessions very seriously, and kept them going, no matter what, no matter how difficult it would be in trying to deal with people. We tried to help with the alumni dinner, rather than saying we were sorry, that there was not enough money. The alumni association had to be given importance based on the aspect of the mission of the university it represents; we were not thinking of the accounts.

Criteria for the Alumni President

I think, basically, it is always the person who is well respected in his community and his career and who shares the values of the School. It is always a question of character. We are not looking for someone who just wants to add (the title) to his resume or use it as a stepping stone, to see what he can get elsewhere. So values, professional standing and commitment to the School are the essential criteria.

On Effective Alumni Leadership

I must say that when I was the Dean, and before I was the Dean, when I was the Director of Programmes, the standard of leadership in the association was very high and that meant people were working. I used to be full of admiration for how seriously different presidents chaired meetings, how consistently they came out with good ideas. Of course, this was because they took this assignment seriously and gave time and thought to it. I was the Dean for quite a number of years.

Impact of the LBSAA on the School's Excellence

Yes, without any doubt, there has been an impact on the School's excellence by the alumni association, for several reasons. First, membership of the LBSAA keeps many of these top managers or business executives or professionals close to the School. Of course, it is absolutely essential that, to maintain the quality of the School, the School must be close to its alumni. So it is not just about the activities of the alumni association being fantastic. No, it is that the association creates a sort of medium of connection with the School so one can be in the Advisory Board, can be a mentor to students, some hire the MBAs, some send their organisations to the career fair, some come to give guest lectures. All of these, to a good extent, are facilitated and promoted by the fact that there is a strong LBSAA in place. Of course, in LBS, it is not just research and books (laughs). The President's Dinner is a very strong statement of excellence, of linkage to the business community, and many come to be part of that linkage, that network. Though many organisations sponsor their people for courses at LBS, many people come to LBS, paying from their own pockets, to be part of that circle of excellence; a clear example is the Owner Management Programme. I think, being realistic, you cannot put a number to those who come for the knowledge and those who come to become a member of that network. I won't be surprised at all if we have a 70–30 ratio. For some people, they realise this (the LBSAA) is a very powerful, useful network and have come to become part of it.

Impact of the LBS Ethical Message

If it were not for LBS, the whole concept of conflict of interest might have disappeared from the consciousness of Nigerians during the nineties. I remember, at the time, we kept teaching the importance of fiduciary duties and all that; it was like preaching in the desert. But we kept

hammering at it. I mean, it is not everybody that will imbibe the message; depending on the type of people who come to the business school, they may have the wrong ethical standards. But at the same time, very often, the problem is simply not that they don't want to do things right, but that they think it is impossible in the Nigerian context. Typically, in LBS—not only in ethics classes but in all the classes—we try to show that it is possible, that there are ways, there are models; that you have to adjust and take care of certain things. It is not so much that you get them to convert; this is not a gospel crusade or a religious retreat. But just to let them see that they are not alone, that there are people both in the class and outside who face the same challenges. Elaborating a little, typically very often, these are the ones that eventually become very active in the alumni association, people who have discovered something, not just people who want to learn more about the intricacies of marketing or financial analysis, but people who have liked the LBS vision and want to cooperate with it and also to push it. Certainly, I think the School has made a difference, not that it has transformed everything.

On Changing the Current Transition Structure of the Alumni Association

No. That arrangement is better. At the end of the day, the person to fill the position of the president has to be headhunted and has to be acceptable to the Governing Council, where all the classes are represented. That is important, because the association should let the members have their say. Typically, what we do is look at people that have strong previous commitments to the association. The important aspect, I think, is looking at the values, and that is better done when people can discuss things openly among themselves. The alternative is for the election to be a purely political process in which people present themselves as candidates trying to form coalitions and making a lot of noise. And then, sooner or later, the association is going to be captured by some fly-by-night operators. The alumni association is not a freestanding association. It is part of the LBS. That was the decision from the beginning. If somebody doesn't like that, please go away and form your own association. This one is part of the LBS! A very important aspect actually is to key in to those values of LBS. I think, from that point of view, the process (of choosing a president) is well related to the ultimate aims of the association. And so, certainly, I would not change anything.

Plan for a Central University Alumni Association?

Yes, of course, but in the case of the LBS, it will make sense, in keeping with the practices of other business schools, to allow its alumni association to have very wide autonomy.

7.1.2 Dr Enase Okonedo, EMBA I

Dean, Lagos Business School

Profile

Dr Enase Okonedo was in the pioneer Executive EMBA I class of the School. Though the degree was awarded by IESE Business School, Barcelona, the programme was held here at LBS, except for one semester. She has a bachelor of science degree in accounting from the University of Benin and a doctorate in business administration from International School of Management, Paris. Her career has been mostly in the financial services as well as management education sectors—seven years in the financial services and 24 years in the management education sector. In financial services, she played a wide variety of roles, from treasury to credit to the capital market. She started with a financial boutique, Cashlink Finance and Investment, and ended with IMB Securities, before joining LBS. At LBS, she started as a research assistant and became a faculty member before assuming the position of Dean in 2009. But in between, she had held various administrative positions with a broad range of responsibilities: MBA Director, Degree Programmes Director, Academic Director ... and Deputy Dean, Academics. She joined the Management Team of LBS in 2004 and has been a member of the Senate and Governing Council of the Pan-Atlantic University since 2009. Enase is a Fellow, Institute of Chartered Accountants of Nigeria. She was Chair of the Board of the Association of African Business Schools (AABS) and a member of the Academic Advisory Board of Global Business School Network (GBSN). She is married with one daughter, who is in her early teens.

Alumni as Ambassadors of the School

The School has a missional imperative to transform society, and we cannot do it alone. The School recognises the importance of alumni and the roles they play in this mission. Change can begin with an individual. If each of us decides to do things right, to go against what may be the trend of society on unwholesome and unethical business practices; if each of us decides

that we are going to do things differently, then we can create change in our immediate environment and spread it. The alumni therefore play a critical role in transforming society through the practice of management. We, on our part, ensure a very strong emphasis on business ethics when they are here as students or participants. Through case studies and actual real-life situations, our alumni see that being ethical is doable; if they see companies that have lived those values and have done so successfully, they will then go out there and practise it. So first, we see them as people we can work with in this, our bid to transform society. The second thing is that they are brand ambassadors of the School, so they go out and they represent the School by the way they conduct themselves professionally and otherwise. Also, it is from the alumni that we draw a relatively strong connection with the industries, because of our main pedagogy, which is the case study method—some of the organisations afford us the opportunity of writing local case studies.

Alumni Role in the School's Double Accreditation

One of the things that is critical is really what the alumni do. One of the things that a number of outsiders are very impressed by, and even the accreditation agencies are very impressed by, is not only the number of alumni that we have at the School but also the degree of activity—their engagement with the School. We measure it using the alumni portal—the portal measures the activities alumni are engaged in—and if am not mistaken, we are at about 35%, which is above the global average for alumni engagement, which is between 20 and 25 or 26%. So we measure it very clearly and that engagement is critical. So, during the accreditation visits, at each point when they (the peer-review group) came here for the accreditation visit, we always had alumni here to interact with them. Basically, what the accrediting body would want to find out is, “What do they do with the School, how do they see the School, and what is their perception of the School? How has being in the School influenced their career? How is the School perceived?” I think what was most impressive to them was the positive alumni feeling or perception of the School and their eagerness or willingness to work with the School in order to ensure that it continues to be relevant; and I would say that was critical to the process. So, the alumni connection was a factor, but there were other factors. For instance, we wouldn't have gotten it if the alumni were very happy with us but our internal processes were not right.

The Quality of Alumni Leadership

First of all, I would rate it very high. For a person to be the president of the LBS alumni, a lot of thought is given to who would play that role, not only in terms of professional prestige, but it has to be somebody that the alumni will look up to and be extremely proud of. We have always had, as presidents of the alumni association, people that have really made an impact in various things, perhaps by the services they offer or the positions in the particular industry where they serve, and so on and so forth. But each one has his style. For instance, with the first alumni president that I worked with, though I didn't have the opportunity to work with him for a very long time, one of the things I find very impressive was his process. I learnt a lot from him and it strengthened what I already knew about the process of ensuring that things are put in the right perspective; of being accommodating to different and diverse views before decisions are reached. Overriding all of them is really the interest of the School and the desire to have a vibrant alumni body that benefits from the School and benefits from one another. For the second president I worked with, his concern was to ensure he drove the leadership well, by ensuring that the networks and the bonds within the alumni were quite strong, and he felt that one of the ways to do that was to raise the prestige of the School and of alumni events. Therefore, his focus was really on the events that we conducted, they must be the talk of the town, but again, were geared towards increasing the perception of the prestige of the School in the corporate world. So, each one has his own focus. At one point, we had a president who wanted to do more than the "ceremonial" role. He wanted to do things to move the alumni forward, and therefore he came up with initiatives. Like now, we have the CSR projects; last year, we trained judges in Lagos State, and that is an initiative that has been useful. Various presidents have projects that they have thought about and embarked upon. So, I see a common trend among all the leadership: the desire to strengthen the association but, of course, always mindful that by so doing, they also strengthened the School.

Benefits of the Dean Being in the Alumni Councils

For us, and as Dean, we need a representative of the alumni body to talk to, to sort of bounce our ideas off, to enable us shape the strategy that we have for alumni. So we find that with the EXCO, which is the executive committee of the alumni association, we have a representation of the

alumni from various positions and at quite senior levels. So when we are talking about ideas on how to engage the alumni, we take it to the EXCO and then we get their input, and I would say they help very much in terms of the strategy. With the bigger body, the Governing Council, which is where you have all the past presidents of all the classes get together, it is more of a forum for people to express their opinions on things. I find sitting on the Councils very interesting because the members are very accomplished people in their own rights, some are young, some are old, there is a wide age difference, and therefore different perspectives, and one would always learn from those interactions.

On Current Leadership Succession Structure and Nomination of EXCO Members

I would maintain it. I do understand the views of the people who feel that it should be a democracy and therefore we should elect the representatives. Operating as we do in a country like Nigeria, a lot of things have been normalised which, ordinarily, go against ethical and other considerations. LBS is a community of people that come from diverse backgrounds and diverse religions, and certainly the alumni cut across the African traditional religious practitioners to Christians, to Muslims, to Buddhists, to Jews! Yes, it is a body with a plurality of views. But there are certain beliefs and values that those who associate with the School should understand—there should be an agreement on those principles—and I must say that those beliefs and values are not necessarily things that are peculiar only to the Christian religion—things like dignity of life. There is a common trend. Now, back to whether people should be elected, of course, not everybody that comes to the School believes in its values, especially in a changing world in which some inappropriate things have been normalised. We must not forget our roots. We must not forget our beliefs and values. Again, people aspire to office for various reasons: one, for the prestige it confers on them. Secondly, they want to beef up their resume because they have considerations of a political future or otherwise. And people may see the elected offices as a platform or stepping stone to further their ends. At LBS, we have always taught that management should be a service to the society. Therefore, we see those who serve, whether on the EXCO or the government council of the alumni, as rendering a service to society. You are actually serving the people. We would like to keep it that way. In which case, if we want to keep it that way, we are not sure of the motives of those who seek elected office. On EXCO membership generally, I think there

should be a certain degree of control. And for that reason, under the current constitution, the School selects four people and then the incoming president selects four people. But again, all our eight nominees are discussed and debated upon at the EXCO, so we ensure that there is an alignment of views and orientation, just to ensure that the mission of the School is upheld and lives on.

On Electing a Vice President Instead of a President

There has to be a period of, if you like, stewardship. People learn by association more than by legislation. It is good for corporate governance and right succession planning. There has to be a period of understudy in which the person spends time in the EXCO and starts to understand the ideology, the thinking and the philosophy that drive the decisions. He/she will also have a chance to serve the president—like a president in waiting. So I very much support it. In fact, in some strong organisations and good NGOs, it is actually two steps to the president that are elective, while the vice presidency and the presidency respectively are assumed after a period of stewardship and understudy. This helps if someone is completely new in the system and needed to understand the way things work. I wouldn't change it.

How Our Alumni Association Compares Against Those of Other Business Schools

I think we had a head start on (most) other business schools in Africa in terms of organising our alumni in a coordinated manner; and a lot of my fellow deans wanted to learn it. It was very impressive and it continues to be impressive. From what I know, I would consider the School as a forerunner in alumni relations in this part of the world, certainly in West Africa and the other parts of Africa. When you talk about the association and the strength of the association and what they do, I would say, yes, a lot of colleagues wanted to learn how we ran ours; they saw the benefits and wanted to organise their own also in such a manner.

The Future...

We will continue having as an objective the alumni mission—all those things I have articulated so far as the role that the alumni will play. However, we are also thinking of how to make it more beneficial to the alumni themselves, not only what the School can get from them, or what general society can get. This year we are holding the first refresher

programme for MBA,¹ and I think that is essential because, since they left the School, there has been lots of new thinking in the management world, so we thought it necessary to bring them back together and expose them to these. We are creating affinity groups in which the alumni can aggregate across specific industry areas and discuss the issues particular to them, brainstorming on the ways to improve their respective industries. That's the future.

Experience as an EMBA Student

At that time, it was an entirely new world for me. It was the first time that I truly learnt in the classroom. And I had various qualifications at which I passed very well. It was tremendous, because it was an entirely different learning experience. Before I learnt from books, from what I read. But in the EMBA class, I learnt not only from the faculty and from case studies but, more importantly, from my classmates. Of course, when I finished the programme, I felt I could rule the world—like all MBAs do. It was fantastic!

7.1.3 Prof Fabian Ajogwu, SAN, EMBA 3

Member, PAU Governing Council

Profile

Fabian Ajogwu is a practising lawyer, an author, a senior advocate of Nigeria and a professor of corporate governance at Pan-Atlantic University (PAU). He is the founding and principal partner of the law firm, Kenna and Partners. Fabian Ajogwu is an alumnus of LBS, having done the Executive MBA programme at the School in 2000. He holds a doctorate degree in law from the University of Aberdeen, Scotland. Fabian has been practising law for 27 years, in the areas of dispute resolution, corporate governance, shipping, courtroom advocacy and fair hearing, and so on. He has been counsel for the Federal Government of Nigeria in many landmark cases. In 2010, he became one of the youngest senior advocates of Nigeria at the age of 39. He is an adjunct faculty of LBS and Enterprise Development Centre (EDC) of PAU, where he teaches business law, negotiation and business ethics. He is the author of many books, including Ship Acquisition & Finance: Law & Practice (2017); Corporate Governance & Group Dynamics (2013); Commercial Arbitration in Nigeria: Law and Practice, Volume 2 (2013); Law & Society (2013); Fair Hearing (2010); Commercial Arbitration in

Nigeria: Law and Practice, Volume 1 (2009); and Mergers & Acquisition in Nigeria: Law and Practice (2009). *Fabian is a Catholic, married with three children. He relaxes by watching movies “that have a balance between a bit of tasking your intelligence and relaxing.” He loves to drive along highways and enjoy the wind to refresh his mind. He also plays tennis and swims. He has an unflinching belief that education has a cost that somebody must bear. Fabian Ajogwu is a double recipient (2009 and 2013) of the Alumni Association’s President’s Award. As Secretary of the Alumni Body, he wrote the constitution of the LBSAA in 2005.*

On LBS’s Academic Standard

First, we teach via the case study method. We pretty much take cases from Harvard Business School, Yale, Stanford, IESE, *IMB*, LBS and so on. What that does is that it narrows down the bandwidth of quality differences. In the programme I was in at Harvard Business School in March 2006, my professors, Jay Lorsch, who is an organisational behaviour professor, and Ashish Nanda, were often asking me where I trained—you speak as a lecturer of very high repute. I told them not to look too far, that it was in LBS, and this is what we do every day, and I do recall sharing that experience with the current Dean, Dr Okonedo. The quality we have in LBS is not different from Harvard Business School, and I am very proud of this. I was privileged to compare both, and I am speaking from the benefits of feedback from these two professors, highly regarded professors in Harvard Business School. Luckily, years after, the AACSB, AMBA, all of these people are beginning to put their stamps in acknowledgement of the quality of teaching and learning that happens at LBS. I don’t see any difference. I think that any LBS product can stand tall anywhere, Yale, Harvard, Wharton, IESE, you name it. And it is good to see something so good, so much quality coming out of Nigeria. Over the years, it is getting better—that’s my own opinion. I think we have incrementally gone very far ahead of our pack. We earn the respect of our peers, like GIBS in South Africa, the business school in Stellenbosch. This respect does not come out of empathy or pity; it comes from the measurable impact and results and what people see.

LBS’s Competitive Edge

I think one of our competitive edges is a deep connection with the industry. And I think that has come to stay, both in terms of the faculty needs and in the student’s profile—you will see industry written all over. Being

connected with the industry also means that you deliver practical teaching; it gives you access too, and that has given LBS access to developing case studies based on some workplace situations around the Nigerian and West African space. It has helped us adopt world-class principles and best practices relevant to the local environment. So you can say that we are global in outlook, but local in application. I also think that it is to the same industry that you will send your products. So we graduate full-time MBAs and Senior Management Programme participants, and because we are connected with the industry, the industry recognises the brand and value, to say, “I am going to hire you because you are an LBS-trained person, I can take certain things for granted!”

Walking the Talk

The School plays a significant role in shaping the behaviour of managers, in terms of doing things well, in the classroom, both in the simplicity and culture of the environment. LBS is a good place to work; I will give you an example: you can drink your tea halfway, leave it, go somewhere and come back, and continue drinking your tea. In the Nigerian context, that says a lot regarding a good place to work. You would not find acrimonious dog-eat-dog type of behaviour. The teaching occurs just from people observing how faculty relate to one another, refer to one another on a first name basis. There is no reserved table for the dean of the business school. In another university, there would be a reserved space for the Dean, even the Head of Department, and the Vice Chancellor might get two car spaces even if he has only one car. But you don't find that in LBS; we basically live more to the mission than the title. And so, there is a more collegiate system of friendship, whilst focusing on the core mission. I think that all of those things influence participants who come here to say, “Wait a minute, I have been a little demi-god in my company, look at Dr Christopher Kolade (the immediate past pro-chancellor) just walks in here, goes straight to the cafeteria to have his lunch, and then not five people carrying his plate to some reserved office to serve him.” Or, wasn't that the Vice Chancellor who was carrying his bag down with his folder, and then walking to the car park with no escort and security men following him or insisting he must use the lift? I am saying, for instance, that even just the way people interact here is in itself a classroom lecture to people who come here. It acculturates them to understand that there is wealth in ordinary life, in simplicity.

Sustaining the LBS Brand

The only difference I saw at the time I was in Harvard, which I clearly mentioned to the Dean (Dr Okonedo), was the question of branding, down to the lobsters for dinner, what typically is called the Harvard-type lobsters. Everything was of Harvard type: serviettes, community standards, everything was in red—that's Harvard. They branded very strongly to create that strong brand. I think the standard is improving, certainly not declining. The challenge is to sustain it, and branding the faculty. Now, giving illustration, in the beginning, there was the advert, "This is CNN." As CNN grew, the focus shifted to the people of CNN, so it is now Christiane Amanpour, Richard Quest and so on that are branded. The School's brand has attained increasing altitude. I think the School is at the point where it needs to begin to have those market branding types on their faculty who have earned their positions. I think that the brand of the individual faculty is to be given the same thrust and push, which is what Harvard does. If you mention Jay Lorsch, he is a brand, you don't even need to mention Harvard. Ashish Nanda, Pankaj Ghemawat of IESE, all of them are brands. That is the next phase of growth.

Why the LBSAA Constitution

You know, in the beginning, we knew ourselves—that is the way organisations start. We knew who needed to be there and those who should not be there. But very often, people forget they will eventually retire, and then those leading the organisation are people you never met. At that early stage, it was important to define how it (the association) would be, how we wanted it to be. It was more about the future. We were doing very well. Our concern was to sustain that path. So let's create structures that will ensure that when good people and, if by some chance, some not-too-good people, make it into the leadership, the system would not allow them to abuse the association. I proposed having a structure that would sustain the fabric of the association even after we had all left. That was why we put in place the supreme document, a constitution to guide all the affairs of the alumni, and a way to amend it if future members, a majority of them, so desire. It was also very important because we had some vocal members who wondered why everything came from the School. In order to strike a fair balance, we needed to institutionalise what the alumni association was doing, so that even though it has no independent existence of its own, as a legal personality, it was a juridical person in

a sense. We tried to have a governance structure, a constitution; the definition of how different bodies function, the role of the School, the role of the alumni and how to maintain some independence of thought even if the association was subsumed under the School. We defined the role of the Alumni Director as an interface between the two (the School and the alumni association). It was a very sensitive assignment at the time. We knew we were going to define the pillars of the future of the School. In doing these things, we were enabled by men of very high calibre and integrity; I was very proud to be a part of this.

The Succession Idea

First of all, the cardinal principle of not having direct election to the office of the president of the association was deliberate. Because of the orientation of the School, because of its high reliance on its alumni, we could not take a risk on fractioned alumni, fractionalised over politics. Don't forget that the members of the alumni association come from a pluralist society in Nigeria. There are lots of diversity issues, tribal issues and religious issues, and the School itself is open to people of all religions, tribes and nationalities. So, we were very concerned about not allowing anything that would bring politics to fragmentise the association. One way was to defuse the tension through electing a servant; you come in as a deputy, you are humble! You are not in charge, you are not the boss, you will have to abide by the boss for a while, and it allows everyone a chance to see where they might make a mistake. If one were to make a mistake, the system would have a means to eject the person. So it creates servant-leaders in a real sense: you come in, there is a succession plan, you are the president-in-waiting—unless something terrible is done by this person, like being convicted of a crime involving dishonesty or he goes bankrupt. I don't subscribe to the secretary becoming the vice president because there are different considerations for the profile of secretary and the would-be leader. The secretary would require skill-based capability, time and organisation management. For the president, you are probably looking for the profile of a face of the leadership of the alumni association. Typically, it was the Chief Executive Programme's alumni who were elected, because they were able to provide industry-wide leadership.

Election of Other EXCO Members

Now the question of how many of the EXCO members are elected is something to be looked at. At the infancy stage, when I was involved with

the constitution, there was still a need to shape the culture of the EXCO to be in complete alignment with the School. So we had nominations, we had elections. But as the institution grows, I find no difficulty in recommending the amendment of the constitution to have more elected officials. That's why I said that the constitution is a living document that must provide a window for amending it as things change. Whenever there is dissonance between the constitution and the reality of the people, it manifests itself in some stressed pressure points, agitations, difficulties and the undermining of leadership. And so, if it becomes the clamour of not just a vocal minority but the dominant members of the alumni association, I am for looking at it, for revising it.

Thoughts on an Autonomous LBS Alumni Association

I am for everything, apart from legal personality. I don't want to register LBSAA in Corporate Affairs Commission such that it has a separate existence from LBS. That is not my vision, and I think it is going to lead to a dis-synergy. When you do that, you will want to hire your own staff, determine their pay structures and, in essence, you will just have an NGO that supports the School. Now, we don't need to reinvent the wheel. Look at Harvard. At Harvard, the university has its alumni association and the university gets its endowments from their alumni. What I subscribe to is having governance that gives the alumni association a measure of accountability for their actions. And the accountability has to be loyalty to the promise—keeping the objectives for which the alumni association was set up. A set of people will deliver on that promise; they are the EXCO or the Governing Council. The Governing Council keeps getting wider and wider; the day-to-day running is therefore with the EXCO. I think that we need to strengthen the corporate governance of the alumni association. I would agree with the strengthening of the governance, maybe have more elected people now than in the beginning, when we just named people to work with. The School is getting larger, what worked when there were three children in the family will not be the same thing when a clan meeting comes up. So, I think it is important to adapt and I uphold that argument; you must adapt. But it would be a fatal error to create a separate legal entity. Today, the association is shielded from lawsuits because it has no legal personality. If anybody files a lawsuit, we have a preliminary objection. There are many advantages that the association enjoys, and we want to constantly protect the alumni association from the influence of politics. Today (with the present structure) we are talking

about the profile of the president, tomorrow we will be talking about tribes and rotation: “How come there has not been any northern president in the alumni association when we are the majority in the country? In fact, we will start our own in Abuja, we are not coming to Lagos anymore”—just an illustration. It is this desire to shield ... There is a greater good in not exposing the alumni association to those elements, because once you expose it, the strength we have today is like champagne: champagne bubbles until you pop it.

On Financial Autonomy

I think there are two aspects to this. With regard to the financial control of the alumni association today, I think we have come to a point where the running of the account of the association should be with the EXCO—the responsibility has to be theirs. The day-to-day manager, the alumni director, should play the role of the CEO. But you see, not being a legal person, he cannot employ someone. So, the attraction here is that it is LBS, the institution, that is the employer, and such a person (the director/CEO) will then still need to be accountable to the EXCO; there must be that accountability ... Ultimately, the EXCO should take charge of the accounting and the affairs of the association. Let’s say we need to fire the director. The dean shouldn’t fire the person and then inform the EXCO. It has to be brought to the knowledge of the EXCO that this director is not performing—how it is that he is not performing. Then, the dean recommends it and the EXCO approves.

Effect of the LBS MBA on Career and Personality

I must say that I was among the early lawyers who attended the MBA programme at LBS. Those days, we were just beginning the EMBA class set. It was a very interesting class; we were no more than 30 in all, so ours was a strong, small, but closely knit family. We knew everybody. I must confess now that I did ask myself a number of times if I really needed this programme. I must say that there were troubled and stressful days, when we had to read up cases and submit assignments. I particularly remember Professor Alos’ submission time of 11.59 pm; people would drive to Prof Also’ house that late in the night to physically submit the assignments (electronic submission was a luxury then) before the deadline. There would be arguments whether it was the gateman who didn’t open the gate on time or whether the clock was fast. In retrospect, I can see that it helped me a lot, my business acumen. The knowledge of management has helped me with personnel issues, finance and setting the strategy for the

firm. You just met the Head of Strategy of Kenna Partners (she sat in during the interview—a young millennial, I believe), I am not sure you will find many professional service firms with our type of thinking strategy, let alone finding someone dedicated to it. I now understand the nexus between law and business. I understand sustainability from the point of view that something must pay for itself. Otherwise, you would be living on borrowed time. So, all the five pillars of business, overarched by ethics, are things that have been takeaways for me. From the social point of view, I've known the best people, wonderful people; good friendships we built as classmates, and those friendships endure till today. The School has helped me with a rich network of genuine friends: my classmates, my colleagues and people at the School. It has also helped me with a network of potential clients and a resource pool. Those values of fair treatment, mutual respect and an honest working environment I learnt from the School have remained in the middle of the insanities that surround us.

Growing the Oasis of Sanity

I do enjoy teaching in the School, and am happy that I think that, by now, I have worked with around 27 MBA Class sets, if you include the Executive MBAs, Full-Time MBAs, and the Modular EMBA. I feel that these 27-plus classes, exclusive of CEPs, SMPs, OMPs, and other programmes, have a direct impact on society, because these people go out and drive the vision of the School to create an oasis of sanity in the environment. But more particularly, widen the oasis to many more little oases that grow, and eventually, they meet and maybe become a lagoon or sea of sanity. We don't want to remain in the minority as *an* oasis; we want it to become the sea or the ocean of sanity, accommodating the most people.

7.2 THE ALUMNI DIRECTORS

7.2.1 *Prof Pat Utomi, CEP 3*

Alumni Director, 1994–1998

Profile

Prof Patrick Okedinachi Utomi was one of the youngest Chief Operating Officers at Volkswagen Nigeria before joining LBS in 1994. Utomi also served in senior positions in government, as an Economic Adviser to then President of the Federal Republic of Nigeria, Alhaji Shehu Shagari. At

LBS, Utomi developed the Socio-Political Environment of Business (SPEB) course, which he taught, together with Leadership and Entrepreneurship at the School for many years. He created the exclusive LBS monthly executive briefing, called the “Breakfast Club,” and hosted it for its first ten years. He also inspired the founding of the Centre for Entrepreneurship Studies of LBS (now EDC). Pat Utomi, Professor of the Social and Political Economic Environment of Business, is the first professor appointed by LBS, PAU. In line with the constitutional stipulations of Nigeria on partisan politics, Utomi left LBS in 2006 to contest the 2007 Nigerian presidential election as the presidential candidate of the African Democratic Congress (ADC). He also contested the 2011 presidential elections. Pat, who earned a double PhD at the age of 27, is the author of several management and public policy books, including the award-winning Managing Uncertainty: Competition and Strategy in Emerging Economies (1998) and the 2006 book, Why Nations Are Poor, as well as The Art of Leading (2016). Utomi is better known today as Founder and CEO of the Centre for Values in Leadership (CVL). He is currently Chairman and Chief Executive of the Integrated Produce City (IPC), as well as Executive Vice Chairman of SmartCity Lagos, a joint holding with SmartCity Dubai.

The Beginning

The alumni association actually started from a conversation between members of CEP 1 at IESE, Barcelona. They thought, “Look, our role as catalysts should be to create an oasis of sanity in this environment.” So, it was this business of pushing the frontiers of sanity in small oases to create a bigger lake, sea or ocean, eventually, that brought about the association. Therefore, it was this small hopeful group, acting as friends, that really drove the process, rather than from a formal structure.

Alumni as Parameters of School’s Excellence

The worth of the institution is seen in its alumni. Once you run into somebody and you say, “that person went to LBS, and if what you see is good, then you are attracted more to LBS; if what you see is not good, then...” For me, a classic example of this (the School’s excellence) is when Emeka Emuwa returned to Nigeria as Managing Director of Citibank. He is my wife’s first cousin and I have known him for a while. He called me one day and said he could see the difference so clearly that it was unbelievable. Take the MBAs from LBS, take the other MBAs, the

difference between them is miles. He said to me, “I told them (at Citibank), anybody who wants to do an MBA in LBS, Citibank will pay.” I thought it was a very remarkable testimony coming from somebody who just came back from abroad and had been the MD of Citibank in several countries in Africa, and then came back—and he was the first Nigerian to lead the Nigerian subsidiary. That he could notice very easily the difference between the MBAs out of LBS and the other MBAs was phenomenal.

Uniqueness of the LBSAA

What is unique about the LBSAA is that majority of the alumni are managers in industry or entrepreneurs. So there’s a great common thread. There is also the fact that the LBS represents certain traditions in the Nigerian environment: traditions of excellence and top performers. People like to associate with things that are prestigious. So, they are more pleased to attend LBSAA events than their high school reunions. Also important is that, as a result of deliberate policy, LBS encourages every alumni class to have a social conscience, so they conduct programmes in the community. That gives them a sense of citizenship that is very strong. Moreover, it has been run quite well through the years.

How LBSAA Can Stay Relevant in the Twenty-First Century

As for the future, I think that would be even more interesting, because we are clearly entering the fourth industrial revolution. The nature of the workplace would be completely different over the next few years. Yes, in the next few years, robots will take over most of the work done by humans. With artificial intelligence on the rise, those robots would be able to think in an almost-human manner and process data and behave according to the data that is being analysed, and could be more creative in some aspects. What that will do is leave the manager requiring a new level of capacity to be able to adapt and be relevant in this new age. One of the things I hope the LBSAA can help to do is take advantage of where it is located in terms of new learning and update its alumni. Because, you know, as we say when we teach organisational learning, unless the rate of learning in the organisation is equal to or greater than the pace of change in the environment, that organisation will progressively become a dinosaur. Many of our alumni would be dinosaurs if they don’t upgrade. So, the need to prevent them from becoming dinosaurs should be a new challenge to the LBS alumni association.

7.2.2 *Mr Gabriel Diejomaoh, AMP 2*

Alumni Director, 2005–2008

Profile

Mr Gabriel Diejomaoh's connection with LBS started in 1990, when he became a member of the reconstituted Council of Management of the ECS. He later joined the Management Board of the School in 1994 as Director of Marketing, taking over from Tim Keenley. He became the Alumni Relations Director in 2005. Prior to joining LBS, Mr Diejomaoh had worked with U.A.C. Nigeria for several years and had also run his own business, Premium Products & Services. He holds a BSc in Economics from the University of Ibadan, having attended Victory College, Ikare-Ekiti, Ekiti State of Nigeria for his secondary school education.

Experience as Alumni Director

The preceding period (to my assumption of office) marked the growth of the executive programmes. We were now having multiple streams of the Advanced Management Programme (AMP) and other programmes. Of course, those who successfully completed the programme became alumni; that led to the big growth. As the programmes grew, the number of alumni grew as well. And so, in the past we were having the Alumni President's Dinner in the School, but we had to move to big hotels. I was then the only person in the alumni office. But soon after I came in, I requested for more staff. After a while, we started work on the database (it used to be manual before that); we also pushed the alumni dues. The dues started in Ike Emeagwali's era.

Support from the School

We received quite a lot of support. We got a lot of training and exposure. For example, I was given the opportunity to go to IESE Business School to work with the alumni association of IESE. I also visited a lot of business schools in Europe and one or two in America, to know what they were doing in those places, and there were a lot of learning experiences from these visits. Some of our alumni programmes and how to conduct them were adapted from these visits.

On Class Management and the Challenges

The class meetings, I think, started in 2004. The whole idea definitely was that now that the association was growing, there was the need to let the classes to begin to do things that could help. Doing this necessitated that

they themselves should be meeting and knowing themselves. That was how we started. When they were doing the programme, we would tell them about class synergy and class meetings. It was a way of bringing them back to themselves, and it helped. It was a bit difficult because of the nature of Lagos, where most of the alumni were. I divided my small team among the different class groups, and I was for the OMP and CEP. Obviously, it was a bit challenging, even to make the time, because those meetings took place on Saturdays and Sundays. It was difficult, but we had to burn the extra energy. If you have a good class president that can mobilise the group, then the job is half done, if not, you would need a good class secretary. One thing that we insisted on doing was to make sure we chose the class executives before they finished the programme. So we will choose the president and the secretary. And from being involved, having lunch and dinner with them, we were able to see those who had key interests in the School, and those were the ones we would normally choose to direct their respective classes.

Reporting to Two “Masters”

Well, I didn't quite have a problem there. The ability to be amiable and endearing yourself to the alumni president were very important. So, I saw the alumni presidents as friends, and I sold ideas of what other institutions do to them. Since they respected the alumni director, they bought the ideas. The only boss I thought I had was the dean, because at times he gave me impossible targets and objectives (laughs!)

On an Autonomous Alumni Association

No, never! No, that cannot work! The alumni association is part of the School; it is part of the vine. When you are cut off from the vine you become a branch. That should not be allowed. All across the world, the alumni associations I visited were always linked to the School. The alumni association might like to say, “Let's go on our own,” but they cannot be on their own because the association was born from the ideas of the university.

On Financial Independence of the Alumni Association

One reason why the alumni association was created is to raise funds for the School, to be able to fund research, school development, facilities and so on. That is what alumni associations in good schools like London Business School do; and that is what even the alumni associations of secondary

schools are doing. I think the alumni director has to explain these things to the alumni leadership. He/she should be accountable to the association on the use of the funds and ensure proper documentation. During my time, the association at a point wanted to open a separate account, but I said no, there was no need for that. The association is there to support the School, and as the money comes in, the director should use it judiciously for the School. Without the School, the alumni association cannot be.

Qualities of a Good Alumni Director

First of all, you must be an extrovert of some sort. You have to open yourself up to people and be able to mix with people. Yes, some alumni may be difficult, but you should be able to carry most of the people along. You need humility to be able to open up. It helps to know alumni by their names. In fact, I knew them by their names; when you call people by their names or they call you by your name, you have already broken the ice. So you should be able to relate, not coming in with a bossy attitude. You should come with the attitude of becoming one of them and being ready to work with them.

7.2.3 Ms Bunmi Afolabi, AMP 17

Alumni Director, 2015–2018

Profile

Mrs Olubunmi Afolabi is the first woman to hold the alumni director's position. She did the AMP 17 in 2005. At that time, she was an executive director at Bi-TraxxAxxent Company Ltd. She set up the Nigerian office of the African Distributor for Autodesk in Nigeria and led the Nigerian operations after working as an education manager in NCR. Prior to joining LBS, she was a management consultant at Paratelogic. At the time of joining LBS in 2015 as alumni relations director, Bunmi was president of her AMP class, and had served actively in the 2015 class reunion planning committee of the alumni association.

Engaging the Alumni

We currently have 5200 contactable alumni, out of about 6200 graduates. Keeping in touch with this number of people could be challenging. Basically, what we have done is to use a lot of technology and take advantage of social media in ensuring that we, first of all, keep the membership

details updated, and in ensuring we engage with the alumni. Our primary job is managing relationships. We use social media, primarily Facebook, a bit of LinkedIn and our own online networking platform, *Alumni Connect*. So with LinkedIn, for example, it synchronises with our online networking platform, so as people change their details, it also gets updated on the platform, and that way, we have the current data. Also, through Facebook and other mass media, we have been able to reach out to people we had lost. So that is what we have been able to do in terms of membership data.

In terms of engagement, we have also used social media to ensure that no matter where you are—same city, different cities, same country, different countries—people are able to keep in touch and know what is going on. And also, of course, now, people from Canada to Nigeria can interact with each other via the online platform. They don't have to be physically present at a meeting. Of course, there is no way, even if you have a huge staff, that you can engage every person one on one. We have to use more mass media and technology to communicate and manage relationships. And, in fact, from 2018, we are planning to introduce live streaming of alumni sessions so we can have even greater participation at the sessions. We know now that we average about 40 people per alumni session, but typically, we have about 100 that register for any given session. At the end, many people that register do not show up for one reason or the other; it could be traffic or an emergency office assignment. Now, if the virtual platform were available, people could still be part of what is going on from wherever they are. The alumni sessions are on YouTube; you can actually see the number of views of the particular video. Once a video is published, we send the URL out to members through our normal channels. Alumni who couldn't attend the sessions would go there to watch. Sometimes, those who were at the session but still wanted a refresher would go there too.

Ways Alumni Can Support

One of the things that we started when I came in was to redefine what we meant by support. Support can be done in four different ways. You can give your time—if you support the School by participating in interviews (of prospective MBA students) or coming to speak at the School, or doing anything, you are helping the School. You can also support the School with your treasure, which is the financial. Nobody would refuse money. Or you can also support with your talents, for example, the speaking part when you come as a guest speaker. A lot of alumni sessions are handled by alumni apart from the School's faculty. Another one is tribe—when you use the benefits of your own network for the good of other members of the body, it helps the School.

Role of the Alumni in the School's Double Accreditation in 2016

Yes, the alumni were very helpful. One of the criteria that the accrediting bodies looked at was the role of alumni in the School. They wanted to know the alumni's perception of the School as well as what they are doing to support the School. So we invited some of the alumni to meet with the panel of the review teams that came around. They had interviews with them separately, and then we had dinner for the team and our invited alumni. Overall, they all came up with the impression that the alumni were very happy with the School, very supportive of the School, and of course, that very much helped to rate us highly on that criterion for the accreditation.

Challenges

The challenge of any office is always staffing; you never have enough. I remember in one of the global alumni meetings I attended, I think it was Stanford University's alumni director saying that he had 75 staff members and we said that it was too much, but he said that it was not enough. "Why is it not enough?" we asked. He then told us the university has got over 500,000 alumni. So, 75 to 500,000 is one person managing over 6500 alumni. So everybody complains about staffing; it is never enough. Of course, funding also is always an issue because we have to look for funds for our programmes, we all know that asking people for money is always a tough job. But we do what we have to do. We have a specific number of meetings that we target attending each year, and we do that as much as we can; sometimes, yes, we go a bit over. There are some classes that you develop a personal relationship with over the course of time. The meetings more or less become part of your social life, so it is really more of an extended social life, and I think that makes it easier.

7.3 THE ALUMNI PRESIDENTS

7.3.1 *Mr Tunde Dabiri, CEP 2*

Alumni President, 2008–2010

Profile

Tunde Dabiri attended the CEP 2 class at LBS between April and June 1993. He had studied Economics at the University of Ibadan from 1971 to 1974 and, prior to that, was at Igbobi College, Lagos for his secondary school

studies. His first work experience after youth service in Maiduguri was at the Nigerian Industrial Development Bank (NIDB), now Bank of Industry, where he worked as an economist. From there, he proceeded to Columbia University for his MSc programme, 1976–1978. On his return to Nigeria, he worked with Chase Merchant Bank for 11 years, rising to the position of Area Manager for the Northern States, covering Maiduguri to Potiskum, to Sokoto to Kaduna and so on; and then back to Lagos as Head of Credit. In December 1988, he set up Prime Merchant Bank for the owners and became the Bank's pioneer CEO. By 1991, he had moved to Fountain Trust Merchant Bank as the CEO, for seven years. In 1998, he teamed up with his brother to take over the management of Magnum Trust Bank, and became the Bank's CEO until 2005. Again, in 2005, he put together the merger of Magnum Trust with four other banks to form Sterling Bank. By agreement, he headed the new Bank for the first two years, then leaving the stage for other partners. Outside the banking sector, Mr Dabiri has served on various boards, in various sectors, from advertising to insurance to banking, to printing ... He was on the board of the Lagos State University for eight years, under Governor Asiwaju Tinubu. He set up the Pension Commission of Lagos State for the State Government and was the Chairman until 2015. He was a member of the Advancement Board of the University of Ibadan for almost eight years, and then, for the past six years, has been on the Board of University of Lagos Holding Company, which manages the commercial activities of the University of Lagos.

Link Between a Strong Alumni Association and School Excellence

Well, from my personal experience, I definitely think there is a link! Before I even get to LBS, let me go to my secondary school. At one time, I became the worldwide president of the alumni association of Igbobi College, Lagos. With all modesty, my tenure is still a reference point, because I was an MD then, and that's one of the reasons they picked me—so I could get corporates to collaborate with us and do a lot of things. Now, the school is owned by Anglican and Methodist churches. They have several schools, but they don't have money to put in. Today, if you go to our compound, almost every single new thing done in the past 12–14 years has been done by alumni. We have reorganised the whole place, most of the physical infrastructure, we used our positions to get the support that we needed for the school. First of all, we did the physical things. Now, we are concentrating on the teaching and the kind of teachers we have there. We have strategic plans, and so, corporates are involved. The Catholics have St. Gregory's College Obalende and it has bounced back up. We are

doing the same thing at Igbobi College. So the alumni are critical; alumni can make changes. If they received a good education from those institutions, it lights a fire under them to give back and to replicate. Yes, alumni are extremely important in shaping the schools. For the universities, alumni help to give a feedback on the curriculum. If I am going to be the user of what you are producing, I will give you an idea of what I want you to produce for me, because there is no need for you to produce people that I will not use. Look at the German model, where the universities are part of industry and they work closely together. Even now, from my readings I learn that in the UK they are starting to do that now so that people just don't go to university, pay 9000 pounds every year, come out three years later and find themselves unemployable. So, it is not just theories, but practical learning, so that by the time you come out you can do things. Alumni have to provide that interface. You and I know that LBS is the standard. In almost every company I have been involved with, if am going to train managers, you know I am going to ask whether the person has been to LBS. Because that is the nearest to world class we have here. In the advertising company where I am the chairman, the MD has done the Chief Executives Programme. In the insurance company, all the senior people have done the Advanced Management Programme. So, yes, the alumni of LBS have played a big role in sending their people to the School, because they know the value that they are going to get from that exposure.

On Sustaining Alumni Support

Like I said, I went to Columbia University in America. I was there just four times in my two years of study, and that's it. But they send me all kinds of things; so every year, I give more money to Columbia University than I give to any other place with which I have been involved. So what I am getting to is that we need a structure. Even for the small little bits and pieces, we need to be in the faces of our alumni. Truthfully, twice or thrice a week I get something from Columbia University. I don't get anything from the University of Ibadan. From LBS, I get the magazines, and then there is the portal. That's the way to do it, to keep on drumming it into people: we need your support, see what we are doing, come visit, take part in events which will give you confidence that you are on the right path. So we should be in their faces, convincing them and showcasing our achievements, and then they will feel the pride and then chip in.

Memories of the CEP 2 Days and Impact on Career

I was shocked by the quality that I got. Like I said, I went to one of the top business schools in the United States. So, I was asking myself, “What are they going to tell me that I wouldn’t have been exposed to?” But one of the things that struck me was the fact that we had very many good case studies that were Nigerian-based, that addressed our own peculiar issues. Yes, we had the Harvard Business School, IESE and all those cases, but we also had cases that related more to what we were doing, and that was one of the things that were very impressive to me. Obviously, you know at that point in time, the biggest thing was the ethics class by Professor Elegido, because, being in banking, we face it every single day. So, the challenge was always there. The experiences of other people, business school cases and the insights that Prof (Elegido) brought were very useful, and so, we were a bit more emboldened to say “No, I am not going to fall into this trap, I am going to at least do my best to avoid this and that.” That was one of the key things for me. The quality of the people that came was also very useful. It was not only theory. For instance, Christopher Kolade (then a visiting faculty) was very much involved in corporate management. So, when he is teaching you, it is not theory! It is what he too has faced as a challenge and how he has been able to overcome it; that was very useful. And the class was a class of achievers. Until today, almost everybody in my class has progressed a little bit more than they had at that time. So, it was a shocking experience! I didn’t expect it. I remember when Tim Keenley came to my office, at Fountain Trust then, to invite me for the programme. I had said, “Let’s do it, for all it is worth, let’s do it.” But I came out very impressed. Impact on my career? The answer is a resounding yes! Definitely, it has contributed to one’s success. Also the networking was very useful. Now you could call Pascal Dozie, yes, he was in the set before me, but now we could relate ... Yes, I got value from it, and that is why in most places I have worked I always sent my people to LBS, because I believe they can get value.

On How the Vice Presidency Role Prepared Him for the Presidency

I believe it did. Once in a while you acted for the president, and secondly, you got a feel of what was coming, and then you could decide on what would be your own contribution for the years you would be there. Yes, it prepared me.

On the Value of the Automatic Succession to Presidency

The fact that I was going to automatically be the next president (unless something terrible happened) was helpful. Ok, the guy you are working with has done this. So, being aware that you are going to be next, what is going to be your contribution? You think about it and you prepare yourself. And I think stability in these things is usually good. I belong to a social club. Most social clubs conduct elections, but this my social club does not. It is by consensus. So when social clubs in Lagos are fighting over this or that, we don't. Again, it has this system where, for two years, you are number two before you are the number one, so you are prepared. But then, even picking you as number two is by consensus. We have a board of trustees, they sniff around ... usually their choices are respected by everybody. We are rancour-free, relatively. Using this model helps and I think it is useful, because once you start getting into elections and all those kinds of things, it becomes a sort of jamboree; it could get out of hand. It is better to heed the advice of people who have a clear mandate to sniff around and pick the right people. From my experience in the business school, it has worked for us. Why change a winning formula, so to speak?

On Why He Accepted to Serve

It was the respect I had for Imo Itsueli (the alumni president-designate at the time). If he says he thought of you for this kind of thing, you take it serious. Secondly, there is no human being that does not like to be recognised. It was a challenge. Like I said, because I had enjoyed the CEP 2, because I have been sending people there, now I was asked to come on board after very many prestigious people before me. Unless I really had a problem, I don't see how I wouldn't have jumped at it. It was a great honour to be asked, so there was no hesitation. But the way you people did it, for me, was out of the blue. We were at a funeral of my relative, and then, Imo Itsueli came to me and said, "Tunde, there is something I would like to discuss with you." He said there was this thing coming up ... so it wasn't as if one went and lobbied for it. You remember we did the same thing with Demola Aladekomo, and he asked us, "Why are you coming to me?" You do your scanning, you do your shortlisting, and then you go to people you believe can do it.

Personal Benefits of the Alumni Presidency

Like any position of responsibility, it does give you recognition, the fact that I was president, I would say, gave me a bit of prestige and recognition. Until today, truthfully, some still call me "my president." So there is that

recognition, and it has increased my network. Some people say to me, “Ah, my president, I can do this for you; I can do that for you.” There is that prestige that comes with it. It is one of the most sought-after positions.

High Points and Regrets as President?

Regrets? Let me start with that one. I am not sure I had any regrets. Yes, there were some initiatives taken around that time—maybe they should have been institutionalised by now. I remember there was this exhibition (LABEX) we used to have, where people would showcase their goods and services. If it could have been done, that should have continued. But we knew at one time it did not work; maybe we needed to have put in more effort. So that’s one thing that is close to being called regret. But no, I think our administration at that time was made up of top-class executives and I was very well supported.

On high points, by the time I was starting, I had about three things that we said were going to be my own contribution. I think the biggest of them was the Endowment Fund. The Endowment Fund was launched during my tenure. From all my readings and my knowledge, most of the successful universities in the world are helped by very hefty, robust endowment funds. There is no university that is strong without a serious endowment fund. So, we launched it during my time, and for a while, I served on the Board of Trustees of the Fund. I know that is now an enduring legacy. Secondly, we took the President’s Dinner to the next level. Before, it was a bit desultory. In the years I was there, we moved it to the next level, where now it is on a roll—the numbers are fairly huge. Thus, I would say that was the second thing that I remember about my tenure there. The third one was that we took the alumni sessions out of Lagos. We went to Abuja and Port Harcourt, so that was another innovation during that time.

Uniqueness of the LBSAA

One thing unique about LBS, I would say, is the attention that the School pays to alumni activities. I think the School takes it very seriously, and you get the right people in the right places. You are in our faces such that we have no choice but to get involved. In most successful schools, that is what they do; they pay attention to the alumni body, because, as I said before, it is a useful source of help for the university, for feedback, for getting more participants on the programmes, and so many other aspects. Yes, if I could pick on anything that I think could say the school does very well compared to other schools, it is the fact that we take it (the alumni associa-

tion) seriously, and they put the right people there, and they interact with us. Because one of the reasons for going to alumni activities is for networking, and if opportunities are not created for us to network as much as possible, we might be missing out on one of the benefits of such grouping. So, I think it is the attention you pay to it.

How LBS Can Stay Relevant in the Future

You know the world of education is changing dramatically. There are many universities that are now online. One of my children who studied in the US told me some time ago that she wanted to come home for holidays. I reminded her that she had to finish her course work, and she said she would do them from home ... What I see LBS doing is moving in tandem with the flow of education worldwide and being able to replicate the latest things being done with technology. There is nothing that says the School cannot be affiliated with other institutions to offer this digitalised learning. At the rate we are having kids, we are going to be the third largest country—in terms of the concentration of human beings—in the world. What structure are we going to use to handle that? So, it might get to a situation where LBS must think of replicating itself in other parts of the country so that it does not get too big. Very few people can handle a university as huge as the University of California, Berkeley. But, they have colleges and campuses all over the place, not in one location. So you have got to replicate yourself, because what we are doing, some people—whether we like it or not—still say that it is elitist; that’s why it is so costly. Well, Harvard is not cheap (laughs), but we shouldn’t be thought of as elitist. It should be “Once I am good enough I will get in there.” So I can come from the ghetto; if I do very well, I can get a scholarship, and then I can go there. I see the School growing, and with it, the alumni growing. I see it having to replicate itself so that it is not just in one location. But while doing this, we must keep it right: maintain the standards, continue to stay in the ranks and attract brilliant Nigerians to the School.

7.3.2 Mr Udeme Ufot, OON, CEP 3

Alumni President, 2010–2012

Profile

Udeme Ufot was in the CEP Class 3 from April to July 1994. He is the Group Managing Director of SO&U, a leading marketing communication

company in Nigeria. He graduated from Ahmadu Bello University Zaria in 1981 with a degree in industrial design. His advertising career started at Desmark Advertising in Calabar before relocating to Lagos to join Insight Communications. He spent five years at Insight, where he rose to the position of Deputy Creative Director (Art). He left in 1989. After a brief stint as Creative Director at Complete Advertising Services (CASERS), he set up SO&U with two other ex-Insight colleagues in March 1990. In the course of his career, he has held various positions of responsibility in the advertising industry, culminating in his election as President of the Association of Advertising Agencies of Nigeria (AAAN) in 1999. He is the immediate past Chairman of the Advertising Practitioners Council of Nigeria (APCON) and a Board Director of the Nigeria Economic Summit Group (NESG). He is involved in a number of social responsibility engagements, such as Director Special Olympics Nigeria, Chairman LEAP Africa and FATE Volunteer. He was honoured by the federal government in 2014 as Member of the Order of the Federal Republic (MFR), among many other awards and recognitions. He is married to Dorothy Ufot, SAN, also an alumna of LBS (AMP 12) and is father to Aniekana and Dorothy junior.

Impact of Effective Alumni Leadership on Business School Excellence

Effective alumni leadership is critical to mobilising the alumni towards causes that will further the progress and growth of the School. The LBS has been very fortunate to have, over the years, a succession of alumni leadership who have not only worked seamlessly with the alumni office, but have kept the alumni connected and committed to the School. In the case of LBS, alumni have made significant contributions to infrastructure development in the School through direct donations to the endowment fund and other projects, donations by their friends, family and business associates, or using their network of contacts to support the School. Many return to the School to share their knowledge and participate extensively in alumni activities, which helps to strengthen the image of the School and create value for other alumni and students.

Experience as President of the LBSAA

I was particularly pleased with the level of support and encouragement I got from the Alumni Office and the School in general towards achieving the targets I set with my council. I will always be appreciative of the tremendous cooperation and support of the Alumni Council and the various

classes. I was particularly overwhelmed by the standing ovation I received at my valedictory council session. I felt I had never seen a more appreciative set of people. It was quite emotional for me to realise that my colleagues felt I had done such a great job. I went into office in near panic. Even members of the faculty were always so appreciative of efforts to mobilise the alumni.

Achievements as President

If I remember well, I believe we set four targets, and a totally unplanned fifth achievement occurred after my tenure: (1) Increase attendance at alumni sessions by at least 30%. I think we achieved 35%. The half-empty lecture halls became completely filled, with seats being brought in at some sessions. (2) Increase attendance at the President's Dinner—from the average attendance of 500 to close to 1000—and make the dinner the most glamorous and must-attend event of the Lagos corporate calendar. Our last dinner attracted almost 1200 alumni and guests and proved to be a most entertaining evening for guests. (3) Increase attendance at Alumni Day from the 350 average attendance to 500. Our last Alumni Day event saw attendance of close to 500 alumni and guests. Alumni had to pre-book to be assured of seats in the hall. (4) Increase the percentage of financial members from about 40% to 50%. Sadly, we were able to achieve just about 45% on this. (5) What I would consider my greatest achievement was totally unplanned and opportune. A dinner we hosted in honour of a visiting IESE professor (Professor Pankaj Ghemawat) who was Speaker at the Alumni Day provided the opportunity for Professor Elegido to firm up a substantial donation from General T.Y. Danjuma, which helped fund the administrative block of the undergraduate campus. Visiting the university campus last year and seeing that building gave me a great sense of fulfilment.

Any Regrets?

None at all.

7.3.3 Mr Wole Osbin, CEP 9

Alumni President, 2014–2016

Profile

Wole Osbin was in the Chief Executive Programme 9 Class at LBS from April to July 2000. He is the Group Managing Director of Custodian and Allied Plc, a

leading financial services group, with subsidiaries in life insurance business, trusteeship and pension fund administration, asset management and general insurance. A chartered insurer, he studied actuarial science at the University of Lagos. His passion and career have always been around risk management and investment. He worked at the National Insurance Corporation of Nigeria (NICON), Femi Johnson & Company Limited (Insurance Brokers) and Crusader Insurance Plc, from where he left to found Custodian in 1994 as a small general insurance business office. Today, the company has grown to be a giant in the non-banking investment business, “the second biggest financial services group in Nigeria by balance sheet size and the first by profit size.” Wole serves on the board of several companies and was on the Presidential Committee that set up the reforms in the Pensions Industry. He is an ex-chairman of the Nigerian Insurers Association, former council member of the West Africa Insurance Institute (WAI), and a member of the council of the West African Insurance Companies Association (WAICA). He is a Fellow of the Chartered Insurance Institute of Nigeria, a Fellow of the Institute of Pensions and Investment Managers, and an associate of the Chartered Insurance Institute, the UK. He is the first and only African director of the International Insurance Society (IIS), New York, an elite society of insurance companies worldwide. He is also an alumnus of the Harvard Business School.

Link Between Strong Alumni Leadership and University Excellence

I think there definitely is a link because, if the alumni is strong, it obviously will translate to interest within the alumni network itself. And if you have a strong alumni network, what that then means is that you have a strong interest in the university and, therefore, funding. Well, I think that one thing that is critical for every alumni association is funding, because there are so many programmes and projects that the alumni can execute. So obviously, the leadership has to be strong and a strong leadership would be able to carry along and galvanise the entire network to fund such projects as the building of new classrooms, offices, the development of courses, scholarships and so on. Beyond funding, the School needs the alumni to drive its programmes, because when the alumni body is strong and there is a strong feedback mechanism, it also can shape the direction of programmes, that is, the kind of courses the School offers. I think the alumni serve as a very strong and good feedback mechanism for the business school to reassess itself and to confirm by itself whether the path it has taken is the right path, or whether it needs to be reviewed from time to time. Because if the alumni are

not relevant in the marketplace, then that means that the university is not really giving them what would make them relevant and sought after in the marketplace. So I think there is that correlation.

On Current Transition Structure

The constitutional amendment process is on², and it comes as a result of current trends globally. I think it is on the principle of inclusion, the principle of democracy ... the challenge initially was finding a fine balance between control of the LBSAA and sustainability of the School's ethos. So it is more of moving in that direction where the Governing Council feels that it is who we want to be our president that should be there. But we all know that democracy has its shortcomings. That is why the School will still need to come in to ensure that whoever would be president will be someone who obviously passes the test of integrity, a true test that falls within the ethos of the university, but without the university being the one to actually choose the person. The good thing is that it is within the council; it is not in the larger body. But the fear that some people have expressed is the fact that you can have a dangerous popular person who fights his way through. How would that be dealt with? So yes, you can have names, but those names would still need to be confirmed by the EXCO, and of course, the School is represented in the EXCO. So the EXCO has the final say.

Financial Autonomy

It is an area that needs to be looked at, because if a man gives something, he should know what is being done with what he gave. The alumni should be able to say "This is our money, it belongs to the alumni, and this is how it would be spent." But the situation currently is that when this money is contributed, it intermingles with the university system. So that aspect, I think, ultimately will have to be looked at. Everything is still evolving, and I know that the best practices at various universities internationally are being looked at. We need to see how these things are done, such that it could also stimulate the funding process. But it is not that kind of financial independence, because the money is still going to be accounted for.

Uniqueness of the LBSAA

The uniqueness of the LBSAA which I have seen—one thing that I think has been implanted in it—is the sustained structure. It is sort of self-running in a way, and it has been able to reach out to the alumni, so they

are conscious and aware of the association. I think the alumni are very proud of the association. Then, a lot of the programmes—our dinner, Alumni Day, alumni sessions, speed networking sessions and so on—all those things that we do, I think, make the association unique.

Level of Alumni Engagement

Well, in terms of the engagement, I think that we are on the right track. Most of it now is electronic through the Alumni Connect, and it is improving significantly. In that regard, alumni cannot say they have not heard from LBS in two months; it is unlikely. Probably once a month we get something. I see my LBS communication as frequently as I see my Harvard Business School communication. If I should draw a parallel, the only thing that I am not sure of (correct me if I am wrong) is the information on celebrating alumni, specifically on platforms. You get that in Harvard Business School. For example, one can say MBA set 72 have done and invented some things, or you get information that XYZ family just donated \$100 million to the alumni fund. These are the kinds of engagements that stimulate interest and cause other people to also want to replicate such things. So it is some kind of below-the-line marketing, which I think will help. When you hear that another alumnus has become the Managing Director of Cadbury or UAC, for instance, that will get people to know that he is another one of us ... So achievements, appointments and so on should be well publicised, because human beings are natural followers and we tend to identify with success. It is a subliminal kind of marketing approach.

How Alumni Can Give More to the School

I think the School has to be more innovative in what it offers. I know they had done that in the past. Some people, because of the society we live in, would like to immortalise themselves or their families. We saw what the Onosodes did.³ If alumni know such things (naming rights) exist, or that the School is open to them, then alumni will likely key into it. There is hardly any building at Harvard that does not have a name—that's the reality. There is, for instance, the Tata Hall, a massive building named after the donor, Ratan Tata (AMP '71), an Indian. Names are all over everywhere in Harvard, so it is not new. I think it is a way of growing and developing your campus by using people, and even the classrooms can bear people's names, either by industry or something else. Not everybody's name will be plastered on the School though.

Experience as President

Leadership comes with a price, and one of the prices is that you should be willing to commit your time. Because there will always be different opinions and objectives from different people, you must see issues from above, not from below. During my time as president, I had to go to Abuja or Port Harcourt to attend alumni functions, and I attended many here in Lagos. So whoever is going to be president should be ready to sacrifice that time. And I think the presidency shouldn't just be a title; one should be willing to commit oneself, sacrifice and galvanise the entire network in one way or the other.

Milestones as President

One achievement during my time (which wasn't easy) was trying to put in place a structure that would enlighten the public sector, in terms of good governance and so on. I think, by the time we were done, we had narrowed it down to the judiciary. And we had a successful training of Lagos State judges in 2016. And last year (2017), Ogun State Judiciary had accepted a similar course, but I think it was called off at some point because of the summer holidays. The feedback from the judges from the one held for Lagos State was quite impressive. It was well attended—about 70–75% of Lagos State judges were there. I think that was quite an achievement, and my successor has continued along the same path. And if you can institutionalise this, that is, imparting knowledge to a sector that has been bereft of modern-day management principles and leadership styles, I think we would have done well. The focus is on the public sector, so eventually, we can take the programme to Abuja, to the policymakers.

Any Regrets?

I don't think so. If there was anything, I think, for me, the experience was like being in a new school. I realised I was always on various platforms either on television networks, or whatever. I realised that I was a public figure, so it was a different kind of experience. I mean, when I was the chairman of the Insurance Association, I knew my constituency, I knew everybody by name. But being an LBSAA president of almost 6000 people is a completely different case and teaches you things about the next level of leadership.

Relevance of Alumni in the Wider Nigerian Society

I think the School is doing a great job, because the lessons that have been learnt in the system is what is being practised in the market. There is hardly any serious organisation today in Nigeria, even in government, that does not have an alumnus of LBS either as the number one person or at the second level of command. And in some institutions, like in our organisation, we have LBS alumni from the middle management to the top. So in the market place they have done very well.

School Experience and Effect on Career

My time here at LBS as a student in 2000 definitely helped me in terms of my corporate career. Though I had an MBA before coming, the programme helped improve my thought process as a CEO. A lot of the courses helped to either affirm what you were doing or make you understand that what you were doing was nonsense. So that was the experience. For me, it was a learning process, and the networking process also—which made all of us like one family—was very useful. One always looked forward to going to class, because of the facilities at the School at the time, because of the conducive environment, the conducive facilities, even things like food. All these combined together brought a great experience for me; that was the reality.

On Restructuring the LBSAA

The independence of the alumni association, I think, is important, because currently it is a situation where the alumni director is not sure who the boss is. But of course, your boss seems to be the person that pays you, but your payment will be coming from the funding of the alumni. It is a dilemma (laughs). So I think that area ultimately needs to be sorted out. Because for all you know, there may be more efficiency if it is linear, and you know you are reporting dotted lines to the university. The way it is now, the director reports dotted lines to the alumni leadership, and solid lines to the business school leadership. It should be the other way round. Even the director is under pressure, because you are trying to manage two “ogas.” So I think that is something we need to look at. Also, in the area of finances, transparency needs to be addressed. When I talk about transparency, I don’t mean there is anything hidden going on; I am talking about it from the point of view that the alumni leadership must know what is going on at all times. You only see a bit of transparency when the director does her

presentations at some events. So I think the entire range of activities should be more transparent. I don't know whether that will have a foundational impact.

7.3.4 *Mrs Bola Adesola, CEP 9*

Alumni President, 2016–2018

Profile

Mrs Bola Adesola is the first female president of the LBSAA since inception. Like her predecessor, Wole Oshin, she was in the CEP 9 Class in 2000. Bola Adesola has over 26 years' banking experience, culminating in her being appointed Managing Director and Chief Executive Officer of Standard Chartered Bank Nigeria Ltd in March 2011. Prior to joining the bank, she was an executive director in First Bank of Nigeria Plc, where she was responsible for the Corporate Banking business, and later, managing the entire business in the Lagos Directorate, including retail, corporate and commercial banking. Previously, she was Managing Director of Kakawa Discount House, Nigeria, where she drove record business performance. She also worked in Citibank for nine years, in senior leadership roles, in Nigeria and Tanzania. As MD/CEO of one of Standard Chartered's most promising markets, Bola provides leadership for the Group in Nigeria through developing overall country strategy and direction. Her deep knowledge of the Nigerian market, strong client and regulatory relationships, and broad banking experience drive the continued strengthening of Standard Chartered Bank's franchise in Nigeria. She holds a law degree from the University of Buckingham, the UK, and was called to the Nigerian Bar in 1985. Bola is an Honorary Fellow of the Chartered Institute of Bankers of Nigeria and sits on the board of the Financial Markets Dealers Association, having served in various capacities in developing the Nigerian Money Market, the Interbank Settlement Systems and the Discount House subsector. Bola also chairs the Central Bank of Nigeria Bankers' Subcommittee on Women's Economic Empowerment. She is a member of the Nigeria National Competitiveness Council, inaugurated by President Goodluck Jonathan in 2013. In 2015, she served in President Muhammadu Buhari's transition committee. Bola is also an alumna of Harvard Business School.

Impact of Effective Alumni Leadership on Business School Excellence

Generally, the data shows that alumni participation and the support of business schools whether financially or by other resources, intellectual import and so on, help the business school. The best ambassadors for any engagement are those who have benefitted from it. I think when we act in line with the values of the School, it also adds to reinforce and validate the principles of the School. I think the impact is both measurable and intangible.

Why She Accepted to Serve

I will say, first and foremost, the brand of LBS: the fact that I would be in good company, in terms of what I believe in, my principles, my values. Also, I think, in a way, for a while, I have not had much to do with the School. You know when you leave there is often a peak and a sort of plateau. In a way, it was for me an opportunity to reconnect. The past presidents also were people who were distinguished and people that I respected; also, Professors Alos and Elegido; the Dean, Dr Enase. To me, it was good company. I think the fact that it was also an opportunity to work with someone I had known forever, Wole (Oshin), who was the president then, made a difference. I think if it were somebody else, I may have thought twice about it, but I thought it was a natural relationship to work with Wole—but I think it is the brand above all.

The Two-Year Tenure for Presidency a Bit Short

I personally think two years is short! Because it just goes so quickly. I think a three-year tenure at the minimum gives some sort of coming in, settling down, stabilising, executing and then winding down. When you look at it, June (June 2018, end of her tenure) is almost here, and you would ask yourself whether indeed you have really established any new initiatives. I am not really sure.

The Challenges with the Current Structure

I am not sure that the structure of the association facilitates in making any significant impact. To me, it is more ceremonial, more than anything else. It does not facilitate you, in terms of you saying “This is what I want to do,” and then doing it. So I think, in my view, it may be slightly constricting. But I think a lot of things revolve around who the alumni director is.

What to Change

One of the things I would like to be changed is the financial arrangement of the alumni association—to see that the alumni association is financially sustainable. Well, I think one of the areas that I think maybe I have addressed since I became president is in terms of accountability and financial transparency. I think that the current structure, where you have an alumni director that basically is sort of an appendage to the association in my view, and works more for the School and is a piper who is paid by the School, for me, does not facilitate accountability to the alumni leadership. I remember my first Governing Council meeting; I actually thought that as the Governing Council, they should know of the account of the alumni association, but they did not. And I keep saying it—if we are adding value, people will pay their dues, they will be involved. But where we are not adding value, then we struggle, then we resort to the School to fund the association. The effectiveness of the alumni director is important. What does the alumni director see his or her role to be? Is it reporting and accounting to the School, and then just doing administrative work for the association? This is very important! So, for me, I would change the nature of accountability, clarify the whole working relationship between the alumni director and the association. Who does the alumni director report to, and who is he or she accountable to? So there must be accountability; there must be financial transparency and openness. Those are the things that can change.

On Better Alumni Engagement

There are things which we do in the Harvard Business School Nigeria Chapter (HBSN) that we should adopt at LBSAA to drive greater participation. For example, HBSN have what they call “circles,” so there is women’s circle, there is technology circle, an agriculture circle and so on. One of the challenges we have at LBSAA is that the MBAs and younger people are not getting involved. Hence, we had the MBA hangouts recently, and it is part of our plan to get more MBAs on board. The MBAs spoke very openly that day. Of course, as usual, they seemed to have an entitlement mentality and we tried to speak back to them to say “Nobody owes you anything, you either get involved or you don’t.” But the bottom line for me is that people will get involved where there is value, and if there is no value they won’t. What are the other things that I think we could be doing? Building up a database for subject matter experts is one of them. For example, in arbitration, if they have a specialised topic, they should be able to say let’s get somebody from LBSAA to come in. Is it about water or marine engineering?

Is it about a particular aspect of medicine? Also, when you are having any students gathering, one should look at the alumni of LBS; there are subject matter experts that should be there. I believe these are things that we could be doing to impact society more, to impact various sectors more. We should be a reference point for a whole lot of economic and social issues.

On Better Alumni Support

We should start by first of all knowing what the School requires, and then looking at our database and having targeted engagements with individual alumni. I think that the funding sustainability should be from within first—from the alumni members. We came, we saw, we experienced, and we benefited. But what can you do for others to benefit the same? So there could be a target. The School may commit to contributing, say, 10% of the budget every year, so there will still be some financial nexus. But other than that, I don't think the School should bear the burden, because it makes us lazy, it makes us complacent. Yes, the endowment fund is there. A lot of what the School needs is cash. But alumni in certain industries can contribute in kind. So if it is Dangote Group, they can give cement. If it is technology, you get those who are in technology to, say, build software and maintain the School's data centre free of charge. It has to be targeted. If it is open and general, like any fundraising, you won't raise one kobo. So to me, these are ways of contributing and enhancing the School, besides the sustainability of the alumni association itself.

Experience as President

To me, it is an honour and a privilege, clearly. It's just that I came into a structure that, for me, does not speak to optimising the functionality of the office; it has been completely suboptimal in terms of what I believe I could have done. Whilst I understand why the School still wants to be fully involved, there still has to be some delineation, if not, all we are doing is events planning.

Any Pressure in Being the First Female President?

No, there is none. This is not about being a woman. It is a business issue and not gender we are talking of here, in my view.

Experience as a Participant in the CEP

My experience in class was great—great friendships, great bonds, excellent and insightful exposure, and great faculty—we are still in touch. The

class was quite active at a point, in fact, I thought I would be secretary for life (laughs), but you know people go on to different endeavours and it is not always easy to gather. But the key thing is that whenever we return, there is always that spark of what it is. I think it is great, but again, as I said, it is always in waves, when somebody says we have to get together, have got to do something, and someone will just say, “You know what? Let’s do it in my house.” It is always very heart-warming when we all gather together. Yes, it was great.

Reinforcing the Ethical Values of the School

I think, generally, the alumni are living up to the ethical values of the School. But we need to continue to reinforce it. We should continue to tell people not to ever forget that they are alumni of LBS. For example, one of the things that we could do is to speak to Frank Aigbogun (publisher) of *BusinessDay* newspaper and have a column by the LBSAA just on ethics. There are many things you can do just on ethics. It is about reinforcing it and it becomes a mantra.

Legacy

It should be financial sustainability and accountability of the LBSAA. I would like to leave a legacy of accountability and operational transparency.

The Future of LBSAA

I think that the future in terms of the impact on society is very bright—on condition that basic transformation of the structure of the association is made. The association is a gathering of people; it is the individuals and that sum of a whole that make up the association and the impacts. I think a bright future for the association is subject to a good governance structure, the right financial sustainability structure. For instance, we can try to push for standing orders of direct debits from alumni. But if you say people should come and give one million (N1 million) at once, that is a lot of money. So there are innovative ways in which we can ensure that, 15–20 years down the line, we are financially sustainable. The School is still producing great leaders that the alumni are nurturing. I think our brand is something that we really need to work on. How do we make it such that it is a must-do—something that one must get involved in—for the alumni? It is also very important that we involve the younger people. One of the things that we also suggested is having at least one full-time MBA in the EXCO. Sixty per cent of our population is under the age of

30, so we need to look at how we should get these people to run the association, because they are the future. What do they want? How do they want it? How do they want to be spoken to? This is why I think the alumni portal is excellent, very good social media! I go to it as many times as I want. We have got to drive people there.

Advice for the Alumni

Generate ideas as to how we could make the alumni body more engaging, and so on. We can build a tribe of alumni who are out there bearing the brand of the ethics and the values of the School, championing the course of the School, living the values, giving to the School in whatever form or manner. I think we have a sustainable group of people. But I want the School to be a reference point ... So that's where I would want us to get to.

NOTES

1. The MBA refresher programme was held on November 10, 2017, in the School campus. It was a full-day, highly subsidised programme, and very well attended.
2. The amendment which was on at the time of the interview was concluded in November 2017.
3. The Gamaliel and Susan Onosode Foundation recently donated the sum of 500 million naira (US\$1.63 M—official conversion rate) to LBS towards building an international management research centre (IMRC). The Centre will be named “The Gamaliel Onosode Management Research Centre” upon completion.



Effective Alumni Leadership and University Excellence

Abstract Onukwuba attempts to establish a connection between effective alumni leadership and university excellence. He starts by looking at how students' satisfaction with the overall quality of their education engenders an emotional attachment to the School, which in turn encourages the students' involvement after graduation. The chapter discusses various means by which the alumni, who are “the conscience and the sounding board of the university,” contribute to the success of the School. Onukwuba then traces the contributions of the alumni to the national and international rankings and accreditation of Lagos Business School, and the important part played by a properly structured and effectively led alumni association in galvanising this alumni support.

Keywords Effective leadership • Satisfaction • Alumni contribution • Impact • Success

I think that to whom much is given, much is expected. When you have had the opportunity and gained so much from an institution that has helped you to be where you are today, the minimum you can do is to give some of that back.

—Clare Omatseye (Quoted in Onukwuba and Akpainyang 2010)

8.1 ALUMNI SATISFACTION WITH THE SCHOOL

According to Scott Gaier (2005): “Alumni who are highly satisfied with the academic system during their undergraduate experience are more likely to be involved with their alma mater than those alumni who do not have a high level of satisfaction with the academic system.” Overall satisfaction with the student experience, the school’s brand and its prestige, and active involvement in school and alumni affairs during the period of study engender an emotional attachment to the School, which in turn encourages the students’ involvement after graduation. The quality of learning and the success of the students during school and after graduation are major factors that encourage active alumni participation.

In my seven years as the alumni director of the School, I did not come across a single alumnus who expressed dissatisfaction with the School. Many have established a link between their academic experiences and a successful career post-graduation. Here are some of these testimonies:

I think that LBS is one of the few institutions in Africa that has truly made a difference in people’s lives. Let me take myself as an example: when I did my MBA, I don’t know how much I paid, but I think the MBA was worth ten times that amount. I would recommend it to anybody. If you are going to do an MBA, do an MBA in LBS. The wealth of experience I gained there has helped me as a manager, as a leader, as a mother—in all ramifications it really prepares you for the real world. LBS gives you the opportunity of learning and implementing as you go along, and my simple definition of what LBS did to me was that it made me see things through a different set of eyes, a different pair of eyes. One sees everything from an opportunistic perspective. So I think LBS gave me very good formative years, prepared me to be a better leader, a better manager. (Clare Omatseye, EMBA 3; LBSAA Vice President, 2016–2018. Quoted in Onukwuba and Akpainyang 2010)

My time in the School was most memorable as I met people who have today become close family friends. The learning from the various lectures and case studies strongly shaped my approach to managing my business. Lessons learnt from some of my more advanced classmates boosted my self-confidence and helped me forge ahead to take my business to higher levels. That SO&U remains today a strong player in Nigeria’s marketing and communications industry after 27 years is a testimonial to the knowledge imparted at LBS. (Udeme Ufot, CEP 3; LBSAA President, 2000–2012)

The MBA far exceeded my expectations. At the heart of the programme is the case study method approach to multidimensional business problems—a

true simulation of reality out there in the business terrain, which pitches your competencies against the business facts. In the process of discussing these cases with classmates, you very much function as a general manager in a team situation. There is absolutely no doubt in my mind that today I possess better skills as a manager and, indeed, I have matured to a new vantage position where I am able to appreciate the multifunctional dimensions to every problem. (Mr Rotimi Olaniyan, EMBA 2. Quoted in *Footprints* 2000)

This is indeed a world-class MBA programme that has opened up my way of thinking and acting, not just in the business world, but even in my personal life and dealings. I have learnt, and truly believe, that the so-called bottom line (that is, profit) can be made while still creating value in the society and being honest in our dealings. LBS, like IESE, has one of the highest value per square inch of land in the world. I believe I have become a better manager in life. (Fabian Ajogwu, SAN, EMBA 3. Quoted in *Footprints* 2000)

One thing that the MBA prepares you for, which is excellent, is that it helps you get a job. You can't walk into an interview as an LBS graduate and not get that job. All you need is the opportunity to have the interview; you will definitely impress the panel. The LBS MBA prepares you for what society expects ... All you need to do is just get the opportunity, and you will certainly land the job, because you understand different industries and how they work. And it also empowers you by giving you information on how to research different companies. So, even before your panel speaks to you, you know what they want and you are actually giving it to them. So it's difficult for them to say no, unless you clearly do not want that job. (Mercy Elegbe, MBA 2. Quoted in *Footprints* 2009)

Notwithstanding the level of satisfaction with the School, the institution still needs to translate this emotional attachment and desire to give back into actionable decisions. It needs to enable the alumni to connect back to the School and stay connected. It needs to provide them the platform to express their love for their alma mater in concrete terms. That is the role of alumni relations. This is where effective leadership of the alumni association plays a crucial part.

8.2 ALUMNI CONTRIBUTION TO THE SCHOOL'S EXCELLENCE

In the 2004 University Ranking by Nigeria's National Universities Commission of Nigeria (NUC), the regulatory body for all universities in Nigeria, the Pan-Atlantic University was ranked the Overall Second Best

University in Nigeria. The University came first in Administration/Management Sciences and first amongst private universities in quality of academic staff. At that time, LBS was the only school of the Pan-Atlantic University; the second school, the School of Media and Communication, was established in September 2008 (Alos 2013). The undergraduate studies at the School started much later. There has not been another ranking by the NUC since then.

The accreditations of the School by the AACSB and AMBA attest to the School's excellence. The 11th consecutive year ranking of the School by the *Financial Times of London* is another indicator. In the 2017 ranking, the School was ranked the third best in Africa in the area of open enrolment executive education and second best in custom education—only one or two schools in South Africa are ranked better. As a matter of fact, for the past 11 years, no African school outside South Africa has been ranked higher than LBS by the Financial Times of London. When one considers the challenging environment of infrastructural deficit and policy instability which many African tertiary institutions, especially in tropical Africa, operate in, then these recognitions become even more valuable.

Many believe that the alumni have played a significant part in the level of excellence attained by LBS today. Dr Uduimo Itsueli, a past president of the LBSAA, describes the alumni as “the conscience and the sounding board of the university.” They guide the School on its strategy and policies, ensuring that the same values and standards that attracted them to the School in the first place are retained and improved upon.

The immediate past LBS alumni relations director, Mrs Bunmi Afolabi, articulates the four *Ts* of alumni support for the School: Treasure, Time, Talents and Tribe. Treasure refers to financial support. Time is the generosity of the time of the alumni devoted to serving the School. Talent is the support of skills, experience and intellect. And Tribe refers to when alumni use the benefits of their own network for the good of other members of the association.

The dean of LBS, Dr Enase Okonedo, believes that the alumni contributed to the international accreditation of the School:

One of the things that a number of outsiders are very impressed by, and even the accreditation agencies are very impressed by, is not only the number of alumni that we have at the School, but also the degree of activity, their engagement with the School. ... I think what was most impressive to them was the positive alumni feeling or perception of the School and their

eagerness or willingness to work with the School in order to ensure that the School continues to be relevant; and I would say that was critical to the process.

An immediate positive result of the accreditations of the School is the return to a double stream of the Executive MBA programme in 2017 and again in 2018 (the last time was in 2009). Enrolment in the full-time MBA classes has also picked up despite the School's decision, in line with international standards, to raise the minimum number of years of work experience for prospective MBA students from one to three years.

8.3 EFFECTIVE ALUMNI LEADERSHIP AND IMPACT ON THE SCHOOL

We have established the link between alumni support and the School's excellence. We have also established the relationship between students' satisfaction with the quality of their education at the School and their willingness to support their alma mater. It is a symbiotic relationship. The School invests in the students by offering quality education, the alumni are happy and give back to the School, with their time, treasure, talent and tribe. The School benefits from this support, which further enhances its capacity to continue to provide value to the alumni. This enhances the brand value of the School and attracts more people as students and participants. The circle continues...

However, alumni support does not just happen. It is either from a conscious effort by the School to cultivate a relationship with the alumni, or there is a formal body that continually connects the alumni to the School. How well this body is run will determine the degree of this connection. LBS has been able to achieve a strongly and effectively led alumni association since inception, which has impacted positively on the School.

Prof Juan Elegido affirms this impact on the School by a vibrant alumni association:

Yes, without any doubt, there has been impact on the School's excellence by the alumni association, for several reasons. First, membership of the LBSAA keeps many of these top managers or business executives or professionals close to the School. Of course, it is absolutely essential that to maintain the quality of the School, the School must be close to its alumni. So it is not only about the activities of the alumni association being fantastic. No, it is

that the association creates a sort of medium of connection with the School ... The President's Dinner is a very strong statement of excellence, of linkage to the business community, and many come to be part of that linkage, that network. Though many organisations sponsor their people to courses at LBS, many people come to LBS, paying from their own pockets, to be part of that circle of excellence; a clear example is the Owner Management Programme.

8.3.1 *Vote of Confidence*

In May 2017, after I had given an alumni session to the LBS alumni, I asked the alumni present to complete a survey on their satisfaction with the leadership of the LBSAA. The options were "excellent," "very good," "good," "just okay" and "not good." Thirty-six alumni completed the survey. The audience was mainly alumni of the chief executive programmes and the advanced management programmes, out of whom 17 were chief executives and managing directors of their respective organisations, while nine were deputy chief executives or directors. Twenty-six respondents rated the leadership quality of the LBSAA as "very good," while five thought it was even better and rated it "excellent." The remaining five alumni rated the leadership "good." Asked about the current leadership structure, 33, or 100% of the respondents (three did not complete this segment), said they were satisfied. The option was a simple "yes" or "no" to the question, "Are you satisfied with the current leadership structure of the LBSAA?" The final question was, "Are you proud to be an LBS alumnus?" The options were "very proud," "proud," "neutral" and "not proud." Ninety per cent, or 32 respondents, said they were very proud to be alumni of LBS, while 4 persons said they were proud. The main reasons for this satisfaction, according to the alumni, are the opportunities for continuous education and networking that the association affords them. Another major reason was the brand value of the School.

Below is a list of the reasons the alumni gave for being happy with the association.

8.3.2 *Reasons for Being Very Proud to Be an Alumnus of the LBSAA*

- LBSAA is the best organised alumni association in Nigeria
- Standard of interaction is very high; the alumni sessions are still good

- LBSAA has maintained continuous improvement in standards by reinventing itself
- Networking opportunity; capacity development through alumni sessions
- Excellence, quality and relevance are the major attributes I align with
- Association with a good brand
- LBS is a prestigious institution with very high standards
- It has benefited me and my organisation
- Prestigious, classy and highly rated
- High perception of (the School's brand by) Nigerian industry leaders
- Integrity and class
- Excellent education and networking
- All programmes I have participated in were well organised
- Engagement level, especially the alumni sessions
- Constant information sharing
- Good networking and knowledge sharing
- LBSAA has been able to improve networking opportunities
- Prestigious school with respect
- Good leadership in the right direction

The alumni association runs a busy calendar annually. The alumni director, who is the “chief executive officer” of the alumni association—the president is the chairman—prepares the annual calendar of events and presents it to the alumni Executive Council (EXCO) for approval. In line with the School's excellent standards, these programmes are usually professionally planned and executed. The 2013 CASE Circle of Excellence award won by the 2012 LBSAA President's Dinner is a pointer here.

The alumni are always appreciative of the high quality of these programmes and the benefits therefrom. To show their appreciation, they either sponsor the programmes or participate as volunteers in their planning and execution. For instance, the annual President's Dinner is fully sponsored by the LBS alumni either individually, or through their classes, or through their corporate organisations. The Governing Council meetings of the association, which are usually held in top hotels or event places in Lagos, are sponsored by alumni classes, sometimes by an individual alumnus. The alumni class reunions are usually organised by class presidents of the classes for the reunion for that year, working with the alumni relations team. Some of the high profile programmes of the alumni

association are themselves initiated by alumni classes. For instance, on January 20, 2011, the Executive MBA 1 organised a national conference on “Nigeria, the Next 50 Years: Pathway to a new Nigeria.” The event, which was held at the City Hall, Lagos, attracted as speakers two Nigerian State governors, Babatunde Raji Fashola of Lagos State and Rotimi Amaechi of Rivers State. Also as speakers were top Nigerian business leaders, Mr Larry Ettah, Group Managing Director, UAC, and Mr Aigboje Aig-Imoukhede, Group Managing Director, Access Bank Plc, amongst others. Earlier, on December 4, 2010, the Executive MBA 9 initiated the Walkathon for Education. The Walkathon, which was led in the three years it ran by the alumni president, or, in his absence, the vice president, helped to raise awareness on the poor state of education in the country. Because of the support of the alumni, most of the alumni programmes record positive financial returns at the end.

Table 8.1 shows a typical alumni calendar of major events and the net income from the events.

8.4 CONCLUSION

LBS has sustained its culture of excellence established right from its inception in 1991. The support of eminent Nigerians who signed up as members of the School’s pioneer advisory board was a clear testimony to their faith in the mission of the School and its culture of excellence. This culture, which is uncommon amongst tertiary institutions in Nigeria and West Africa, has ensured that the School ranks amongst the best business schools in Africa and the world.

8.4.1 *Reasons for the Success*

The alumni of the School have played a significant role in the success story of LBS. They have been very supportive of the School, and the leadership of the association has been strong enough to facilitate this support. While the alumni president provides an umbrella leadership, the alumni office oversees the day-to-day running of the association. The alumni director thus plays a critical role in sustaining the life of the association, while the alumni president and the EXCO provide invaluable support and necessary connections.

Using the metaphor of a bus on an excursion, we identify ten factors that have ensured a strong and vibrant LBSAA. They are:

Table 8.1 Attendance and net income of major alumni events in 2012

<i>S. No.</i>	<i>Date</i>	<i>Event</i>	<i>Attendance</i>	<i>Income</i>	<i>Expenditure</i>	<i>Net income (N)</i>
1	Jun 02	President's dinner	1250	31,691,130.00	26,152,117.50	5,539,012.50
2	Jul 05	Abuja Zonal dinner	75	1,824,000.00	1,436,200.00	387,800.00
3	Oct 05	Endowment fundraising dinner		7,945,000.00	1,655,950.00	6,289,050.00
4	Oct 19	Port-Harcourt Zonal dinner	65	1,496,000.00	1,709,502.00	-213,502.00
5	Sep 22	Class Reunion	43	931,800.00	1,649,900.00	-718,100.00
6	Nov 15	Alumni day	450	6,750,000.00	5,609,090.00	1,140,910.00
7	Dec 08	Walkathon	60	542,500.00	1,000,900.00	-458,400.00
		Net Income from Events				11,966,770.50

Notes: (1) The Endowment Fund Dinner records actual donations received at the dinner and pledges redeemed by December 2012; (2) This calendar excludes the alumni study trips; there were two trips to Singapore and China in 2012; (3) Also not included here are the alumni sessions which were funded from the alumni dues. The alumni sessions were held twice a month for most of the year; (4) There were three Governing Council meetings in 2012. They were all sponsored by alumni classes

1. Starting the engine right
2. Setting out early
3. Knowing where you are going
4. Knowing how it looks like when you get there
5. Having a tour guide
6. Having the right driver
7. Equipping the driver
8. Oiling the engine
9. Having happy passengers
10. Changing the route when necessary

Starting the Engine Right

The School began its executive programmes with the Chief Executive Programme. This ensured that from the start the alumni were very senior individuals—chief executives who could support the School. Pascal Dozie and Fola Adeola, the pioneer president and secretary, respectively, were well-respected Nigerian business leaders at the time they assumed leadership of the association, and they still are well respected and influential today. Many people would like to belong to an association led by this duo. As Prof Elegido pointed out, “When you set up an alumni association and you have Pascal Dozie as Chairman and Fola Adeola as Secretary, people will be interested in joining.”

Setting Out Early

Sometimes, you may have plans for a great trip, but if you set out late, you may meet with avoidable traffic gridlock on the way, or you may not have enough time to enjoy the sites at your destination. LBS started out its alumni journey very early in the day. With just 14 members of the CEP 1 class and some faculty members, the journey began quite early, in the first full year of the School’s establishment. It was therefore very easy to navigate the bus and get used to the challenges on the way before the road became busy and more passengers came on board.

Knowing Where You Are Going

It is not enough to set out on a journey; it is very important that you know where you are going. LBS knew from the start where its alumni journey was heading and why it needed to embark on the journey. The alumni of

the School were seen as partners in the accomplishment of the mission of the School, which is basically to build responsible leaders for Nigeria and Africa and, by extension, the world. The alumni association was not just to raise funds for the School, but to help it achieve its missional imperative.

Knowing How It Looks Like When You Get There

When you embark on a journey and you know where you are going, it also helps to know what to expect when you get to your destination. Imagine a Yoruba lady going on an excursion to Olumo Rocks in Abeokuta, in Ogun State of Nigeria, or Table Mountain in Cape Town, South Africa, dressed in complete *aso oke*,¹ with high-heeled shoes to match. The alumni vision of creating an Oasis of Sanity is a compelling one. It defines not just where the alumni association is headed, but what it will look like when it finally gets to its destination. Slowly, the Oasis is being widened, and is already turning into a small lake.

Having a Good Tour Guide

I recall my last visit to Barcelona in 2015. I had gone to see the *Sagrada Familia*. It was my third time in that magnificent, forever unfinished, Roman Catholic church. Like the two previous times, I had gone with a group. The only difference this time was that we had a proper tour guide with all the necessary tour aides. It was the first time I truly appreciated the history and the meaning of the various parts of the church. LBSAA had a good tour guide in IESE Business School alumni. It did not need to reinvent the wheel; it just followed the example of IESE and got it right from the start.

Oiling the Engine

Respective administrations of the School have rendered substantial support to the alumni association over the years. In the initial years of the association, the School had ensured that the engine of the association was kept running at top speed. According to Prof Elegido, “LBS has always devoted far more human resources, time and money to the alumni association.” This support has kept the engine running. The fact that the dean and the alumni director sit on the alumni councils serves to ensure that at all times the School is aware of the challenges and needs of the association.

Having the Right Driver

Having realised the importance of the alumni to its mission, LBS ensured from the start that it had the right persons in the alumni driver's seat. Tim Keenley and Pat Utomi, the first two alumni directors, were very senior members of staff and faculty of the School, with enormous capacity to drive the alumni bus. The tradition continued with Ike Emeagwali, and Gabriel Diejomaoh, and has continued with my humble self, Bunmi Afolabi and now Henry Andoh. Furthermore, the School has been actively involved in choosing the alumni president of the alumni association, to ensure congruence with its values and mission. "Values, professional standing and commitment to the school" are the major considerations for the choice of the alumni president.

Equipping the Driver

To ensure that the alumni bus driver has the relevant qualification for the job, the School has always invested in the development of its alumni directors. I recall that Mr Diejomaoh had gone on a study trip to IESE and other world-class institutions, and had attended many international alumni conferences during his time as alumni director. This writer also went on similar study trips to IESE and other schools, and attended some international alumni conferences. I attended the Loughborough Institute for Fundraising, and visited such world-class schools as London Business School, London School of Economics and University College London on learning tours.

Having Happy Passengers

Happy passengers make the journey smoother. The very high sense of service and professionalism of the alumni leadership, undiminished since inception, has ensured that the alumni of the School are happy passengers on the alumni bus. The benefits of being an alumnus of the School are many, especially for the active alumni. The alumni are obviously enjoying the trip and contributing to a memorable expedition.

Changing the Route When It Is Necessary

Like all journeys, a time comes when you consider a new route. Flights sometimes take a different route to avoid turbulence; cars also make detours to avoid bumpy roads or traffic jams. The alumni constitution has been amended two times since it was first adopted in 2005. A third amendment has just been concluded, and the document is now known as a

Charter. These are new routes to ensure the journey continues to be smooth. As the alumni population grows, what worked in the past may not work today. New technology-driven ways of alumni engagement have emerged. The Governing Council is getting too large and would require a representative form of membership. The question of financial responsiveness of the EXCO is on the front burner. These are further new routes that need to be considered.

NOTES

1. A three-piece ceremonial dress for the Yorubas. Includes a top, a wrapper or trouser under, and a head gear.

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APPENDIX A: LBSAA EXECUTIVE COUNCIL MEMBERS, 1992–2018

1992–1993: Inaugural EXCO

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Mr Pascal Dozie	CEP 1	President
2	Mr Fola Adeola	CEP 1	Secretary
3	Prof Albert Alos	Director Gen LBS	Member
4	Mr Tim Keenley	CEP 1, Alumni Director	Member

1994–1995: First Elected Council

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Mr Pascal Dozie	CEP 1	President
2	Mr Bunmi Oni	CEP 2	Vice President
3	Mr Fola Adeola	CEP 1	Secretary
4	Prof Albert Alos	Director General LBS	Member
5	Mr Tim Keenley (1994)	Alumni Director	Member
6	Dr Pat Utomi (1995)	CEP 3, Alumni Director	Member

1996–1998

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Mr Bunmi Oni	CEP 2	President
2	Mr Erastus Akingbola	CEP 3	Vice President
3	Mr Ayodele Onakoya	AMP 4	Secretary
4	Prof Albert Alos	DG LBS	Member
5	Dr John Elegido	Dir. of Programmes LBS	Member
6	Dr Pat Utomi	Alumni Director 1996/7	Member
7	Mr Ike Emeagwali	Alumni Director 1998	Member
8	Chief Chris Ezeh	CEP 4	Member
9	Dr Uduimo Itsueli	CEP 1	Member
10	Chief Jide Taiwo	CEP 3	Member
11	Mrs Emie Ibru	AMP 5	Member

1998–2000

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Mr Erastus Akingbola	CEP 3	President
2	Mazi Sam Ohuabunwa	CEP 5	Vice President
3	Miss Marjorie Nzefili	SMP 7	Secretary
4	Prof Albert Alos	DG LBS	Member
5	Mr Ike Emeagwali	Alumni Director	Member
6	Mr Victor Osibodu	CEP 2	Member
7	Dr John Elegido	Dir. of Programmes LBS	Member
8	Mr Adeola Adebayo	CEP 5	Member
9	Mrs Emie Ibru	AMP 5	Member
10	Chief Jide Taiwo	CEP 3	Member
11	Mr Kris Nwosu	EMBA 1	Member

2000–2002

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Mazi Sam Ohuabunwa	CEP 5	President
2	Dr Dayo Lawuyi	CEP 2	Vice President
3	Miss Marjorie Nzefili	SMP 7	Secretary
4	Prof Albert Alos	DG LBS	Member
5	Mr Ike Emeagwali	Alumni Director	Member
6	Mr Adebayo Adeola	CEP 5	Member
7	Mrs Morin Babalola	CEP 7	Member
8	Mr Richard Obire	SMP 5	Member

(continued)

2000–2002 (continued)

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
9	Mr Udeme Ufot	CEP 3	Member
10	Mr Fabian Ajogwu	EMBA 3	Member
11	Mr Kris Nwosu	EMBA 1	Member
12	Mrs Afiong Mfon Amana	AMP 9	Member

2002–2004

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Dr Dayo Lawuyi	CEP 2	President
2	Mr Goodie Ibru	CEP 2	Vice President
3	Mazi Sam Ohuabunwa	CEP 5	Immediate past president
4	Miss Marjorie Nzefili	Alumni Relations Sec	Secretary
5	Prof Albert Alos	DG LBS	Member
6	Dr Juan Elegido	Dir. of Programmes LBS	Member
7	Mr Ike Emeagwali	Alumni Director	Member
8	Mr Udeme Ufot	CEP 3	Member
9	Mrs Bisi Lamikanra	SMP 1	Member
10	Mr Peter Bamkole	EMBA 3, Director EDS ^a	

^aPeter Bamkole became the pioneer director of the Enterprise Development Service (EDS) of the School in 2003. The Service has now grown to become the Enterprise Development Centre of the Pan-Atlantic University

2004–2006

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Mr Goodie Ibru	CEP 2	President
2	Dr Imo Itsueli	CEP 1	Vice President
3	Mr Dayo Lawuyi	CEP 2	Immediate past president
4	Mr Fabian Ajogwu	EMBA 3	LBSAA Secretary
5	Prof Albert Alos	Vice Chancellor, PAU	Member
6	Prof John Elegido	Dean, LBS	Member
7	Mr Gab Diejomaoh	Alumni Relations Director	Member
8	Mr Richard Ikediashi	OMP 1	Member
9	Ms Rita Obu Odeigah	EMBA 7	Member
10	Mr Peter Bamkole	EMBA 3	Member
11	Mrs Bisi Lamikanra	SMP 1	Member
12	Engr Charles Osezua	AMP 2	Member
13	Mr Sam Ayininuola	AMP 9	Member

2006–2008

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Dr Imo Itsueli	CEP 1	President
2	Mr Babatunde Dabiri	CEP 2	Vice President
3	Mr Goodie Ibrun	CEP 2	Immediate past president
4	Rudolf Ezeani	EMBA 7	LBSAA Secretary
5	Prof Albert Alos	VC PAU	Member
6	Prof Juan Elegido	Dean LBS	Member
7	Chief Tunde Afolabi	CEP 4	Member
8	Col Paul Obi	CEP 11	Member
9	Mrs Bola Adesola	CEP 9	Member
10	Mr Remi Olukoya	EMBA 3	Member
11	Mr Laolu Akinkugbe	AMP 6	Member
12	Mr Frank Aigbogun	CEP 11	Member
13	Mr Richard Obire	SMP 3	Member

2008–2010

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Mr Babatunde Dabiri	CEP 2	President
2	Mr Udeme Ufot	CEP 3	Vice President
3	Mr Rudolf Ezeani	EMBA 7	LBSAA Secretary
4	Dr Imo Itsueli	CEP 1	Immediate past president
5	Dr Enase Okonedo	Dean LBS	Member
6	Henry Onukwuba	Alumni Director	Member
7	Mr Sam Obaze	SMP 2	Member
8	Chief Tunde Afolabi	CEP 4	Member
9	Arc. Charles Majoroh	CEP 14	Member
10	Mr Charles Anudu	AMP 1	Member
11	Mrs Ibukunoluwa Awosika	CEP 9	Member
12	Mr Richmond Okafor	EMBA 8	Member
13	Pastor Remi Morgan	OMP 8	Member
14	Mr Victor Osibodu	CEP 2	Member

2010–2012

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Mr Udeme Ufot	CEP 3	President
2	Sir Demola Aladekomo	CEP 1	Vice President

(continued)

2010–2012 (continued)

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
3	Mr Stephen Nwoga	EMBA 11	Secretary
4	Mr Babatunde Dabiri	CEP 2	Immediate past president
5	Dr Enase Okonedo	EMBA 1	Dean, LBS
6	Mr Henry Onukwuba	EMBA 9	Alumni Director
7	Arc Charles Majoroh	CEP 14	Member
8	Mr John Momoh	CEP 7	Member
9	Mr Charles Anudu	AMP 1	Member
10	Mr Sam Obaze	SMP 2	Member
11	Mrs Irene Ubah	AMP 8	Member
12	Mr Tunji Oyebanji	SMP 2	Member
13	Pastor Remi Morgan	OMP 8	Member
14	Mr Emeka Ndu	CEP 6, SMP 5	Member

2012–2014

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Sir Demola Aladekomo	CEP 1	President
2	Mr Wole Oshin	CEP 9	Vice President
3	Mr Steve Obiago	SMP 40	Secretary
4	Mr Udeme Ufot	CEP 3	Immediate past president
5	Dr Enase Okonedo	EMBA 1	Dean, LBS
6	Mr Henry Onukwuba	EMBA 9	Alumni Director
7	Brig Gen (Rtd) Tunde Reis	AMP 10	Member
8	Dr Nadu Denloye	CEP 10	Member
9	Mr Bimbo Olashore	AMP 5	Member
10	Mr Greg Odutayo	OMP 11	Member
11	Mr Francis Ebuehi	EMBA 7	Member
12	Mrs Irene Ubah	AMP 8	Member
13	Mr Tunji Oyebanji	SMP 2	Member
14	Senator Daisy Danjuma	CEP 17	Member

2014–2016

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
1	Mr Wole Oshin	CEP 9	President
2	Mrs Bola Adesola	CEP 9	Vice President
3	Mr Bonaventure Egboh	SMP 5, EMBA 16	Secretary
4	Sir Demola Aladekomo	CEP 1	Immediate past president
5	Dr Enase Okonedo	EMBA 1	Dean, LBS

(continued)

2014–2016 (continued)

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/designation</i>	<i>Office</i>
6	Mr Henry Onukwuba	EMBA 9	Alumni Director
7	Dr Nadu Denloye	CEP 10	Member
8	Mr Bimbo Olashore	AMP 5	Member
9	Senator Daisy Danjuma	CEP 17	Member
10	Mr Greg Odutayo	OMP 11	Member
11	Brig Gen (Rtd) Tunde Reis	AMP 10	Member
12	Mr Ben Akabueze	AMP 4	Member
13	Mr Austin Okere	EMBA 1	Member
14	Mr Francis Ebuehi	EMBA 7	Member

2016–2018

<i>S. No.</i>	<i>Name</i>	<i>Alumni class/ designation</i>	<i>Office</i>
1	Mrs Bola Adesola	CEP 9	President
2	Mrs Clare Omatseye	EMBA 3	Vice President
3	Mrs Uloma Umeano	EMBA 10	Secretary
4	Mr Wole Oshin	CEP 9	Immediate past president
5	Dr Enase Okonedo	EMBA 1	Dean, LBS
6	Mrs Bunmi Afolabi	AMP 17	Alumni Director
7	Mr Bonaventure Egboh	SMP 5, EMBA 16	Member
8	AVM (Rtd) Olufemi Gbadebo	OMP 15	Member
9	Mr Akin Fatunke	AMP 22	Member
10	Mr Bili Odum	CEP 18	Member
11	Mr Anu Eso	CEP 22	Member
12	Mr Ben Akabueze	AMP 4	Member
13	Mr Austin Okere	EMBA 1	Member
14	Mr Oladapo Egbeyemi	OMP 1	Member

APPENDIX B: LBSAA ZONAL EXECUTIVE COUNCIL MEMBERS, 2008–2018

1. NORTH ZONE (ABUJA)

Local Organising Committee (LOC), 2008–2009

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Mr Yusuf Pam	AMP 4	Head
2	Mrs Tayo Itseumah	EMBA 3	Secretary

LOC, 2010–2011

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Mrs Vanessa Mordi	SMP 35	Head
2	Mr John Oyidih	EMBA 9, SMP 18	Deputy Head

Pioneer EXCO, 2012–2014

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Mr Samson Okoronkwo-Kanu	OMP 2	President
2	Mrs Vanessa Mordi	SMP 35	Vice president
3	Mrs Eno Inyang	EMBA 1	Secretary

2014–2017

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Nze Chidi Duru	CEP 9	President
2	Mrs Vanessa Mordi	SMP 35	Vice president
3	Mr. George Idonigie	AMP 13	Secretary

2017–2018

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Mr. Mac Ekechukwu	AMP 22	President
2	Mrs. Ekaette Umoh	OMP 21	Vice president
3	Mr Kunle Ogunfile	SMP	Secretary

2. SOUTH EAST ZONE (PORT HARCOURT)

Interim EXCO, 2009–2010

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Mr Matthew Edevbie	OMP 3	Interim President
2	Mr Olumide Amos-Oluwole	OMP 4	Interim Vice president
3	Ms Leticia Igboko	SMP 29	Interim Secretary

Inaugural (First Elected) EXCO, 2011–2012

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Chief Ikenna Okafor	SMP 3	President
2	Mr Vincent Nemieboka	AMP 20	Vice president
3	Ms Leticia Igboko (2011)	SMP 29	Secretary
4	Mr Ugo Ejim (2012)	AMP 22	Secretary

2012–2014

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Chief Ikenna Okafor	SMP 3	President
2	Mr Moritz Abazie	CEP 19	Vice president
3	Mr Ugo Ejim	AMP 22	Secretary

2014–2017

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Mr Moritz Abazie	CEP 19	President
2	Mr Ugo Ejim	AMP 22	Vice president
3	Chief Azubuike Akwiwu	OMP 16	Secretary

2017–2018

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Mr Moritz Abazie	CEP 19	President
2	Mrs Lawrencia Onyemachi	SMP 20	Vice president
3	Mr Nkem Joseph-Palmer	EMBA 17	Secretary

3. SOUTH WEST ZONE (IBADAN)

2018 (Interim)

<i>S. No.</i>	<i>Name</i>	<i>Alumni class</i>	<i>Office</i>
1	Mr Tejumola Ajibowo	AMP 28	Coordinator
2	Mr Harrison Ero	OMP 23	Coordinator
3	Mrs Adenike Taiwo	SMP 58	Coordinator

APPENDIX C: LBSAA GOVERNING COUNCIL MEMBERS, 1994–2000

LBSAA Governing Council, 1994–1996

1	Dr Imo Itsueli	CEP 1
2	Mr Victor Osibodu	CEP 2
3	Chief Erastus Akingbola	CEP 3
4	Chief Christopher Ikechi Ezeh	CEP 4
5	Chief Eme Abiayi and Mr Gasper DaSilva	AMP 1
6	Engr Charles Osezua	AMP 2
7	Otunba Adebola Fayemi	AMP 3
8	Mr Abraham Esedafe	AMP 4
9	Mr Oladele Oyelola	SMP 1
10	Mr Akinyemi Odusolu	SMP 2
11	Mr Tolu Ogunde	SMP 3

LBSAA Governing Council, 1998–2000

1	Dr Imo Itsueli	CEP 1
2	Mr Victor Osibodu	CEP 2
3	Dr Ernest Ndukwe	CEP 3
4	Chief Christopher Ikechi Ezeh	CEP 4
5	Alhaji Waheed Kareem	CEP 5
6	Chief Akinwande Delano	CEP 6
7	Chief Michael Ade Ojo	CEP 7
8	Mr Olutoyin Okeowo	CEP 8
9	Chief Eme Abiayi and Mr Gasper DaSilva	AMP 1
10	Mrs Anthonia Akingbola	AMP 2

(continued)

LBSAA Governing Council, 1998–2000 (continued)

11	Otunba Adebola Fayemi	AMP 3
12	Mr Bala Zakariya'u	AMP 4
13	Mrs Emie Ibru	AMP 5
14	Mr Laolu Akinkugbe	AMP 6
15	Mr Okey Nnaobi	AMP 7
16	Chief Willie Obiano	AMP 8
17	Mr Samuel Ayininuola	AMP 9
18	Mrs Bisi Lamikanra	SMP 1
19	Mr Akinyemi Odusolu	SMP 2
20	Mr Richard Obire	SMP 3
21	Mr Ante Okwong	SMP 4
22	Mr Bulus Gwashi	SMP 5
23	Mr Rotimi Oladele	SMP 6
24	Mr Ndukwe Evuka	SMP 7
25	Mrs Rosemary David-Etim	SMP 8
26	Miss Jero Ibru	SMP 9
27	Dr Olawale Ajai	SMP 10
28	Mr Kris Nwosu	SMP 11
29	Mr Ayodeji Kolawole	SMP 12

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